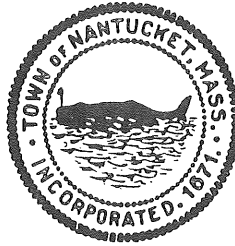


Town and County of Nantucket  
Board of Selectmen • County Commissioners

James R. Kelly, Chairman  
Rick Atherton  
Robert R. DeCosta  
Matt Fee  
Dawn E. Hill Holdgate



16 Broad Street  
Nantucket, Massachusetts 02554

Telephone (508) 228-7255  
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C. Elizabeth Gibson  
Town & County Manager

*AGENDA FOR THE MEETING OF THE  
BOARD OF SELECTMEN  
MAY 11, 2016 - 6:00 PM  
PUBLIC SAFETY FACILITY COMMUNITY ROOM  
4 FAIRGROUNDS ROAD  
NANTUCKET, MASSACHUSETTS*

*I. CALL TO ORDER*

*II. BOARD ACCEPTANCE OF AGENDA*

*III. ANNOUNCEMENTS*

1. The Board of Selectmen Meeting is Being Video/Audio Recorded.
2. Nantucket Police Department: Proclamation for Peace Officers' Memorial Day, May 15, 2016 and National Police Week, May 15 - 21, 2016.

*IV. APPROVAL OF MINUTES AND PENDING CONTRACTS*

1. Approval of Minutes of February 17, 2016 at 6:00 PM.
2. Approval of Pending Contracts for May 11, 2016 - as Set Forth on the Spreadsheet Identified as Exhibit 1, Which Exhibit is Incorporated Herein by Reference.

*V. WORKSHOP ITEMS*

1. Board of Selectmen Strategic Planning.

*VI. ADJOURNMENT*

**Board of Selectmen Agenda Protocol:**

- **Roberts Rules:** The Board of Selectmen follows Roberts Rules of Order to govern its meetings as per the Town Code and Charter.
- **Public Comment:** For bringing matters of public interest to the attention of the Board. The Board welcomes concise statements on matters that are within the purview of the Board of Selectmen. At the Board's discretion, matters raised under Public Comment may be directed to Town Administration or may be placed on a future agenda, allowing all viewpoints to be represented before the Board takes action. Except in emergencies, the Board will not normally take any other action on Public Comment. Any personal remarks or interrogation or any matter that appears on the regular agenda are not appropriate for Public Comment.

*Public Comment is not to be used to present charges or complaints against any specifically named individual, public or private; instead, all such charges or complaints should be presented in writing to the Town Manager who can then give notice and an opportunity to be heard to the named individual as per MGL Ch. 39, s 23B.*

- **New Business:** For topics not reasonably anticipated 48 hours in advance of the meeting.
- **Public Participation:** The Board welcomes valuable input from the public at appropriate times during the meeting with recognition by the Chair. For appropriate agenda items, the Chair will introduce the item and take public input. Individual Selectmen may have questions on the clarity of information presented. The Board will hear any staff input and then deliberate on a course of action.
- **Selectmen Report and Comment:** Individual Selectmen may have matters to bring to the attention of the Board. If the matter contemplates action by the Board, Selectmen will consult with the Chair and/or Town Manager in advance and provide any needed information by the Thursday before the meeting. Otherwise, except in emergencies, the Board will not normally take action on Selectmen Comment.

**EXHIBIT 1**  
**AGREEMENTS TO BE EXECUTED BY TOWN MANAGER**  
**UNLESS RESOLUTION OF DISAPPROVAL BY BOARD OF SELECTMEN**  
**May 11, 2016**

Type of Agreement/Description	Department	With	Amount	Other Information	Source of Funding
License Agreement	Town Administration	Nantucket Electric Company d/b/a National Grid	\$11,000	License agreement for use of National Grid Candle Street lot from May 15, 2016 through December 31, 2016 for valet parking	Town Administration Professional Services

# PROCLAMATION

## NATIONAL POLICE WEEK

**MAY 15<sup>th</sup> – 21<sup>st</sup>, 2016**

**WHEREAS**, the Congress and President of the United States have designated May 15<sup>th</sup> as Peace Officers' Memorial Day, and the week of May 15<sup>th</sup> falls as National Police Week; and

**WHEREAS**, the members of the Nantucket Police Department play an essential role in safeguarding the rights and freedoms of Nantucket; and

**WHEREAS**, it is important that all citizens know and understand the duties, responsibilities, hazards, and sacrifices of their law enforcement agency, and that members of our law enforcement agency recognize their duty to serve the people by safeguarding life and property, by protecting them against violence and disorder, and by protecting the innocent against deception and the weak against oppression; and

**WHEREAS**, the men and women of the Nantucket Police Department unceasingly provide a vital public service.

**NOW, THEREFORE**, the Board of Selectmen of the Town of Nantucket, call upon all citizens of the Town of Nantucket to observe the week of May 15 -21, 2016 as Police Week. During this I encourage citizens to join in commemorating law enforcement officers, past and present, who, by their faithful and loyal devotion to their responsibilities, have rendered a dedicated service to their communities and, in so doing, have established for themselves an enviable and enduring reputation for preserving the rights and security of all citizens.

**I FURTHER** call upon all citizens of the Town of Nantucket to observe Sunday, May 15, 2016, as Peace Officers' Memorial Day in honor of those law enforcement officers who, through their courageous deeds, have made the ultimate sacrifice in service to their community or have become disabled in the performance of duty, and let us recognize and pay respect to the survivors of our fallen heroes.

Dated this 11<sup>th</sup> day of May, 2016.

\_\_\_\_\_  
James R. Kelly, Chairman

\_\_\_\_\_  
Dawn E. Hill Holdgate, Vice Chairman

\_\_\_\_\_  
Rick Atherton

\_\_\_\_\_  
Robert DeCosta

\_\_\_\_\_  
Matt Fee

## May 11, 2016 Board of Selectmen Workshop Meeting

*As of 05/06/16*

### Strategic Plan

- Why do a Plan?
- Who “owns” the Plan?
- What will be the scope of the Plan (content, number of years it will cover)?
- How will the Plan be made “durable” – to last through changing Boards?

### Strategic Plan Process -- Options

Determine how the Plan will be developed:

Engage a facilitator

- Several former Town Managers do this type of work
- Private firms do this (that may or may not have municipal experience)
- Engage a year-round or seasonal resident volunteer who has experience with strategic plans and/or facilitating
- Designate a Board member
- Designate a member of another Board

Determine the approximate length of time to be spent on developing the Plan:

- Schedule a series of meetings dedicated to the development of the Plan
- Schedule a retreat to develop the Plan (could be a half day, could be a full day)
- Discuss the Plan at a reserved section of the Board’s meetings

Determine who will be involved, besides the Board of Selectmen and Town Manager:

- Other Boards?
- The public?
- Staff?

Determine how consensus will be reached:

- Vote
- Paper ballot
- Simple show of hands or verbal indication

Determine what to include in the Plan:

- Where we now: what are strengths, weaknesses, opportunities, threats (SWOT analysis) that the Board can agree on
- What are the short-term and long-term objectives and how will they be measured and prioritized?

## Resources

- Town of Nantucket Master Plan
- Excerpt from *Handbook for Massachusetts Selectmen* “Coordination and Strategic Responsibilities”
- Board of Selectmen Goals 2008-14
- NP & EDC 2015-16 Survey Results
- Examples of Plans from other municipalities
  - Wellesley (in progress – multi-year effort; “Unified Plan” called “LIFT Wellesley UP”)
  - Westford (annual retreat; annual goals)
  - Falmouth (facilitated retreat; 5-year Strategic Plan)
  - Sandwich (in-house; annual goals)
  - Arlington (annual Saturday morning meeting with Board & Town Manager; annual goals)
  - Hingham

Link to  
Nantucket  
Master Plan

### **Coordination and Strategic Responsibilities**

Apart from legal responsibilities, the board of selectmen can and should be the group in town that sets policy and strategic direction, coordinates the activities of other boards, and hears appeals and resolves problems that have not been settled at lower levels. If there is a professional administrator, the selectmen should work through him or her. In smaller towns, the selectmen should work through department heads. Sometimes, boards of selectmen misunderstand this broad policy role. They may overstep their bounds by getting involved in the daily operations of a department; or fail to set sound written policies or do long-range planning; or be too quick to try to solve problems that should be handled by the administrator, another board or town employees. There is more than enough for selectmen to do without getting bogged down in matters that are better delegated to someone else. The board's time is best spent by concentrating on making the whole of town government work.

Some suggestions for reaching this goal include the following:

- Ask each town official to develop an action agenda for the year that can be shared in a group forum.
- Hold regular meetings of all town officials, so that everyone can keep current on what others are doing.
- Bring together town officials, department heads, and citizen groups for organized discussions when major problems arise.
- Invite the town's state senator and representative to meet with the board and town organizations every few months for give-and-take discussions.

### **Leadership Responsibilities**

An effective selectman has the ability to take the patchwork of laws and bylaws that comprise the board's authority and turn it into an action agenda that can be summed up in a single word: leadership. Leadership is the most important—yet least understood—role of a selectman. It involves both personal leadership and, perhaps more important, leadership by the board as a team.

Leadership may be best understood by describing what good leaders do. Effective leaders take up-front, visible roles. They make decisions based on facts, data and logic, even when these decisions are unpopular. They lead by example, not by words, power or manipulation. They look for the root cause of problems. And they recognize the difference between the right to take action and the wisdom, on occasion, not to.





## **BOARD OF SELECTMEN 2013-14 GOALS**

*Adopted: August 7, 2013*

### **I. Improve Facilities Maintenance**

#### *Objectives*

- Fill the Facilities Manager and Facilities Foreman positions
- Develop a “remedial” plan which addresses how and when the most pressing of maintenance needs will be addressed
- Develop a long-term maintenance plan for all public property (ie, real estate, including easements and public access) and facilities (excluding school, airport and water)
- Examine staffing levels and recommend changes if needed so that appropriate seasonal and year-round maintenance is accomplished for buildings, recreational facilities and other town property, including encroachment issues

### **II. Improve Space Needs Planning**

#### *Objectives*

- Develop a prioritized plan for municipal space needs, including how additional space would benefit the Town and connected to a long-term Capital Plan

### **III. Customer Service Delivery**

#### *Objectives*

- Implement the Customer Service Principles adopted by the Board of Selectmen in 2013 in all departments, with focus on the regulatory departments
- Promote fair treatment to all customers
- Promote a less adversarial approach
- Establish and publish the established procedures of the departments for all aspects of permitting, enforcement, inspections, complaints

### **IV. Wage and Salary Study Completion by April 30, 2014**

**Board of Selectmen**  
**FY 13 Goals and Objectives**  
*Adopted 08/08/2012*

OBJECTIVE	GOALS
<b>1. Improved Financial Management.</b> Restore confidence with the Town's financial management, including the timely submittal of audits, unqualified audit opinions, reduction and/or elimination of material weaknesses, completion of implementation of the Abrahams recommendations, timely and accurate cash reconciliations on a regular, consistent basis and confirmed by a 3rd party, such as the auditor or interim financial management services.	1. Ensure that findings of the annual Audit Management Letters are addressed promptly and reviewed monthly by the Audit Committee 2. Ensure compliance with the Department of Revenue Municipal Calendar to ensure timely report submittals 3. Meet the milestones related to the Annual Audit Checklist developed by the Town's auditing firm to ensure the 2012 Audit Report is finalized by 11/01/12 4. Achieve an Unqualified Audit for FY12
	5. Develop an improved and more routine presentation for Enterprise Fund budgets
<b>2. Long-Term Wastewater/Water Quality Plan.</b> Adopt a Wastewater Action Plan, including the identification of projects proposed to be put to the voters for the next 5 years with criteria for prioritizing these projects, a funding and financing plan with various options, as well as pros, cons and some examination of alternatives, plus an agreed upon public process.	1. Develop and approve a five-year multi-phase wastewater implementation plan by 12/31/13 2. Communicate regularly with various community groups and organizations, including area homeowner's associations regarding the development of the Comprehensive Wastewater Management Plan update. Establish an advisory group with citizen stakeholders to work with the Town on the CWMP update
<b>3. Long-Term Municipal Facilities Management.</b> Acquisition of additional resources for Property and Facilities Management for ALL public property, specifically real estate (including easements, public access) and buildings so that a maintenance plan(s) can be developed and all town property physically identified, marked and managed (if need be).	1. Develop a multi-phase, multi-year municipal space and infrastructure improvement strategy or plan involving the Town Building, Mooney Building, 20 South Water, 37 Washington, 2 FG, and related parking needs, and Our Island Home by 12/1/12 with a group of citizens and town officials; and, develop a public education program and public process for the review of various options and recommendations regarding spaces needs for these locations, as well as the development of a funding strategy for implementation.

**Board of Selectmen**  
**FY 12 Goals and Objectives**  
*Adopted 05/25/2011*

OBJECTIVE	GOALS
<p><b>1. Improved Financial Management.</b>  Restore confidence with the Town's financial management, including the timely submittal of audits, unqualified audit opinions, reduction and/or elimination of material weaknesses, completion of implementation of the Abrahams recommendations, timely and accurate cash reconciliations on a regular, consistent basis and confirmed by a 3rd party, such as the auditor or interim financial management services.</p>	<p>1. Ensure each finding of the FY10 Management Letter is specifically scheduled to be addressed by 6/30/11 and submitted for review from the auditors with the request for a response by 8/1/11  2. A plan to address each recommendation of Abrahams Report implemented by 8/1/11 with implementation by 6/30/12.  3. Ensure compliance with the Department of Revenue Municipal Calendar to ensure timely report submittals.  4. Meet the milestones related to the Annual Audit Checklist developed by the Town's auditing firm to ensure the 2011 Audit Report is finalized by 12/31/2011.  5. Achieve an Unqualified Audit for FY11</p>
<p><b>2. Long-Term Wastewater/Water Quality Plan.</b>  Adopt a Wastewater Action Plan, including the identification of projects proposed to be put to the voters for the next 5 years with criteria for prioritizing these projects, a funding and financing plan with various options, as well as pros, cons and some examination of alternatives, plus an agreed upon public process.</p>	<p>1. Develop and approve a five-year multi-phase wastewater implementation plan by 12/31/11  2. Conduct multiple wastewater workshops held by BOS on specific topics throughout the summer and fall of 2011.  3. Seek funding at 2012 ATM for first phase of implementation plan  4. Continued implementation of the Stormwater Management Plan</p>
<p><b>3. Long-Term Municipal Facilities Management.</b>  Acquisition of additional resources for Property and Facilities Management for ALL public property, specifically real estate (including easements, public access) and buildings so that a maintenance plan(s) can be developed and all town property physically identified, marked and managed (if need be)</p>	<p>1. Develop a multi-phase, multi-year municipal space and infrastructure improvement strategy involving the Town Building, Mooney Building, 20 South Water, 37 Washington and 2 FG by 12/1/11  2. Seek capital funding for first phase of municipal building strategy at 2012 ATM  3. Design a facilities/fleet maintenance division of DPW to be phased in over 5 years, seeking initial funding by 2013 ATM.</p>



**2010-2011**  
**Board of Selectmen**  
**Goals and Objectives**

*Adopted 6/2/10*

*Amended 11/3/10; Amended 1/12/11; Amended 4/20/11*

**Mission Statement:**

The mission of the Board is to serve the community by providing clear, concise goals and policies that ensure quality in the delivery of town services, long-term planning, and improved efficiencies in operating town government.

GOAL CATEGORY	OBJECTIVE	TASKS/OUTCOME
<b><u>Fiscal Planning</u></b>	Budget Efficiencies/Improvements (for multiple year planning)	<ul style="list-style-type: none"> <li>- Clean up all impediments to a non-qualified audit opinion for the fiscal year ending 6/30/11</li> <li>- Agree to process timeline for budget earlier</li> <li>- Create/update uniform, user-friendly budget presentation and summary sheets</li> <li>- Implement program budgeting: Police &amp; DPW for FY 12</li> </ul>
	Capital Planning and Infrastructure	<ul style="list-style-type: none"> <li>- Create a debt service forecast with various scenarios</li> <li>- Correlate operating costs associated with capital projects</li> <li>- Work toward lowering borrowing costs</li> </ul>
	Cost Containment	<ul style="list-style-type: none"> <li>- Conduct wage survey and staffing review</li> <li>- Manage legal costs</li> </ul>
	Financial Mgt Improvements	<ul style="list-style-type: none"> <li>- Continue implementing recommendations of Abrahams report</li> </ul>
<b><u>Quality of Life</u></b>	Communication and Transparency	<ul style="list-style-type: none"> <li>- Implement PEG channel</li> </ul>
	Operational Streamlining	<ul style="list-style-type: none"> <li>- Develop long-term plan for Our Island Home operations</li> <li>- Evaluate Town's provision/coordination of human services</li> </ul>
	Energy Initiatives	<ul style="list-style-type: none"> <li>- Work toward construction of Madaket wind turbine</li> <li>- Continue to explore offshore energy resources</li> <li>- Participate in Smart Energy Initiative/Green Communities Program</li> <li>- Adopt Climate Protection Action Plan</li> </ul>
	Water Quality Mgt	<ul style="list-style-type: none"> <li>- Develop water quality strategic plan</li> </ul>
<b><u>BOS/Administration</u></b>	Housing	<ul style="list-style-type: none"> <li>- Review funding mechanisms for housing initiatives</li> </ul>
	Infrastructure Improvements	<ul style="list-style-type: none"> <li>- Adopt Sewer Plan (rates, funding options, 5-10 year strategic plan)</li> <li>- Develop solid waste funding plan</li> <li>- Develop options for downtown parking system including but not limited to "paid"</li> <li>- Negotiate acquisition of Madaket land from GSA</li> </ul>
	Government Efficiencies	<ul style="list-style-type: none"> <li>- Evaluate Town IT services</li> <li>- Evaluate potential for collaborative or combined services</li> <li>- Develop centralized fleet maintenance implementation funding plan</li> </ul>



**2010-2011**  
**Board of Selectmen**  
**Goals and Objectives**  
*Adopted 6/2/10*

**Mission Statement:**

The mission of the Board is to serve the community by providing clear, concise goals and policies that ensure quality in the delivery of town services, long-term planning, and improved efficiencies in operating town government.

GOAL CATEGORY	OBJECTIVE	TASKS/OUTCOME
<b><u>Fiscal Planning</u></b>	Budget Efficiencies/Improvements (for multiple year planning)	<ul style="list-style-type: none"> <li>- Agree to process timeline for budget earlier</li> <li>- Create/update uniform, user-friendly budget presentation and summary sheets</li> <li>- Develop comprehensive override policy</li> <li>- Implement program budgeting: Police &amp; DPW for FY 12</li> </ul>
	Capital Planning and Infrastructure	<ul style="list-style-type: none"> <li>- Create a debt service forecast with various scenarios</li> <li>- Correlate operating costs associated with capital projects</li> <li>- Work toward lowering borrowing costs</li> </ul>
	Cost Containment	<ul style="list-style-type: none"> <li>- Conduct wage survey and staffing review</li> <li>- Manage legal costs</li> </ul>
	Financial Mgt Improvements	<ul style="list-style-type: none"> <li>- Continue implementing recommendations of Abrahams report</li> </ul>
<b><u>Quality of Life</u></b>	Communication and Transparency	<ul style="list-style-type: none"> <li>- Implement PEG channel</li> </ul>
	Operational Streamlining	<ul style="list-style-type: none"> <li>- Develop long-term plan for Our Island Home operations</li> <li>- Evaluate Town's provision/coordination of human services</li> </ul>
	Energy Initiatives	<ul style="list-style-type: none"> <li>- Work toward construction of Madaket wind turbine</li> <li>- Continue to explore offshore energy resources</li> <li>- Participate in Smart Energy Initiative/Green Communities Program</li> <li>- Adopt Climate Protection Action Plan</li> </ul>
	Water Quality Mgt	<ul style="list-style-type: none"> <li>- Develop water quality strategic plan</li> </ul>
<b><u>BOS/Administration</u></b>	Housing	<ul style="list-style-type: none"> <li>- Review funding mechanisms for housing initiatives</li> </ul>
	Infrastructure Improvements	<ul style="list-style-type: none"> <li>- Adopt Sewer Plan (rates, funding options, 5-10 year strategic plan)</li> <li>- Develop solid waste funding plan</li> <li>- Implement downtown parking initiative</li> <li>- Negotiate acquisition of Madaket land from GSA</li> </ul>
	Government Efficiencies	<ul style="list-style-type: none"> <li>- Evaluate Town IT services</li> <li>- Evaluate potential for collaborative or combined services</li> <li>- Develop centralized fleet maintenance implementation funding plan</li> </ul>

## BOARD OF SELECTMEN 2009-10 GOALS

*Revised Draft as of 07/01/09*

### I. Improve Administrative Management

#### *Objectives*

- a. Support Employee Professional Development
- b. Improve Organization of Department of Public Works
  - o Solid Waste
  - o Sewer
  - o General

#### *Responsibility for Implementation*

Board of Selectmen - support (both objectives)

Town Administration - implement (both objectives)

#### *Management Priorities*

- *Employee Development*
  - o (1) develop and implement a computer training program
  - o (2) subject to the availability of funds, hold a management seminar for all Town department heads.
- *Continue to identify and implement ongoing efficiencies with municipal organizations and annotate processes, procedures and policies, including*
  - o (1) implement centralized procurement
  - o (2) support the Board's initiative to improve strategic planning by maintaining schedules for Goals & Objectives and providing quarterly updates on Management Priorities.

### II. Improve Fiscal Management

#### *Objectives*

- a. Continue to Improve Budget Development Process, Including 5-year Operating Budget Forecasts
- b. Oversight of Solid Waste Management with Monthly Reporting and Quarterly Presentations from Town Administration
- c. Oversight of Legal Services Management - Development of Reporting and Monitoring Protocol
- d. Oversight of Abrahams Report Implementation with Bi-monthly Progress Reports from Town Administration
- e. Wage and Classification Study (Requires Funding Request by Board of Selectmen)

#### *Responsibility for Implementation*

Board of Selectmen - support (a, b, c, d); action and support (e)

Town Administration - implement (a, b, c, d); implementation after funding is secured (e)

#### *Management Priority*

- *Improve the Town's financial reporting and budgeting processes, including:*
  - o (1) implement 80% of the Abrahams Report recommendations
  - o (2) have departments identify outputs to measure service delivery, and necessary data collection, as part of the development of the fiscal year 2011 budget. To move towards programmatic budgeting, funding will

*need to be included in the fiscal 2012 budget to provide training on program budgeting to Town employees.*

### III. Waste Management Financing and Planning (Wastewater & Solid Waste)

#### *Objectives*

- a. Implement Nantucket Sewer Act
- b. Continue Development of short-term and long-term Wastewater Implementation and Financing Plan
- c. Continue to Define and Address Issues with Solid Waste Contract

#### *Responsibility for Implementation*

Board of Selectmen - support (b); action (a, b, c)  
Town Administration - support (a, b, c)

### IV. Enhance Community Quality of Life

#### *Objective*

- a. Identify, Secure & Manage Public Access, including Evaluation of One Big Beach Program
- b. Develop Coastal Management Plan
- c. Address Energy Needs: Alternative Energy & Bulk Fuel Storage
- d. Adopt a Coordinated Housing Plan
- e. Promote Downtown Economic Health
- f. Develop Industrial Land Use Policy

#### *Responsibility for Implementation*

Board of Selectmen - support (a, b, c, d, e, f); action (a, b, c, d, e, f)  
Roads and Right of Way Committee - action (a)  
Planning and Marine & Coastal Resources Department - action (b)  
Energy Study Committee, Bulk Fuel Storage Committee - action (c)  
Planning - action (d)  
Planning - action (f)  
Town Administration - support (b, c)

## BOARD OF SELECTMEN 2008 GOALS

### I. Improve Administrative Management

#### *Objectives*

- Develop Board Policy Manual
- Plan for Continued Employee Professional Development
- Reorganize Department of Public Works
- Review and Analyze Town's Planning Function

#### **Management Priorities\***

- *Employee Development – Including the evaluation and continuation of the Suffolk University Program and seeking credentialing for Town employees*
- *Develop and annotate formal procedures, processes, and policies and improve management of Town Administration's workflow*
- *Continue to analyze and identify ongoing efficiencies with municipal organizations and functions*

### II. Improve Fiscal Management

#### *Objectives*

- Bring Accounting & Audits Current; Work Towards Completing Fiscal 2008 Audit by 12/31/08
- Continue to Improve 5 year Operating Budget Forecast
- Improve Fiscal 2009 Audit Management Letter

#### **Policy Priority\***

- *Continue active oversight of fiscal management improvements, including the completion of outstanding audits and implementation of internal controls*

#### **Management Priority\***

- *Ensure Finance Department is adequately and properly staffed; resolve outstanding audits; and improve internal controls, including training personnel, to maintain timely completion of audits in the future*

### III. Develop Overall Waste Management Plan (Wastewater & Solid Waste)

#### *Objectives*

- Develop short-term and long-term Wastewater Financing Plan
- Define and Address Issues with Solid Waste Contract
- Continue to Explore Reorganization of Department of Public Works

#### **Policy Priority\***

- *Develop short-term and long-term Wastewater Financing Plan*
- *Continue active oversight of contract with WON*

#### **Management Priority\***

- *Reorganize Department of Public Works*

### IV. Enhance Community Quality of Life

#### *Objectives*

- Identify, Secure & Manage Public Access



- Develop Coastal Management Plan
- Address Energy Needs: Alternative Energy & Bulk Fuel Storage
- Adopt a Coordinated Housing Plan
- Promote Downtown Economic Health
- Develop Industrial Land Use Policy

***Policy Priority***

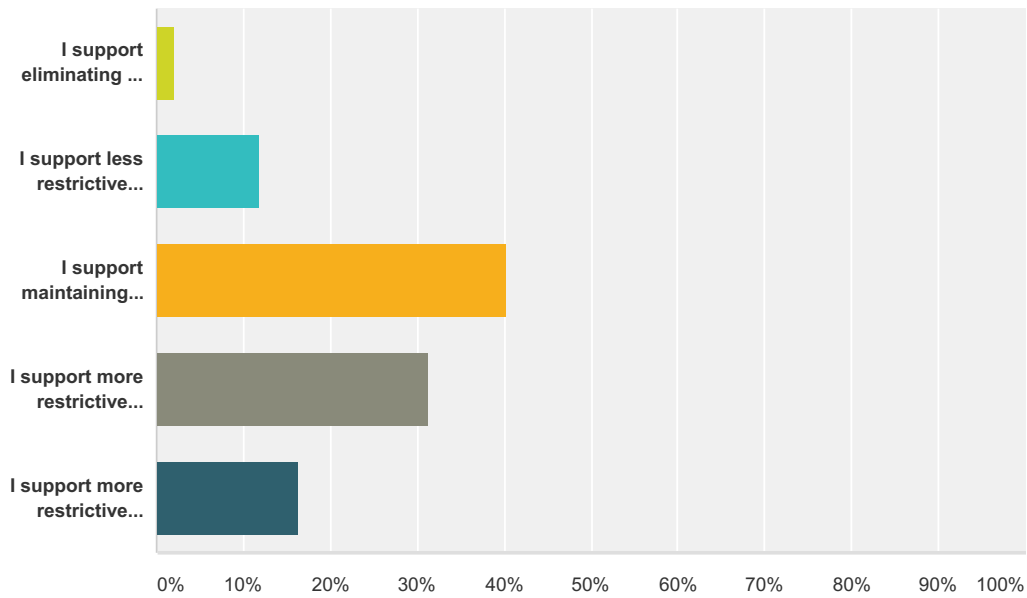
- *Develop Coastal Management Plan*

\*For 2008 - 2009, the Board of Selectmen's Goals & Objectives include Policy Priorities and Management Priorities. These priorities provide focus on specific policy and management issues that will be addressed in the coming year. The Policy Priorities adopted by the Board of Selectmen are the public policy aims the Board intends to accomplish in the coming year. Management Priorities are the priorities of the Town Manager for management improvements that will support the Board's Goals & Objectives.

Prioritizing the work of the Board of Selectmen through Policy Priorities, and the work of Town Administration through Management Priorities will provide for better planning and resource allocation to address the needs of the Town.

## Q1 GOALS & POLICIES: Please select the statement that best describes your opinion.

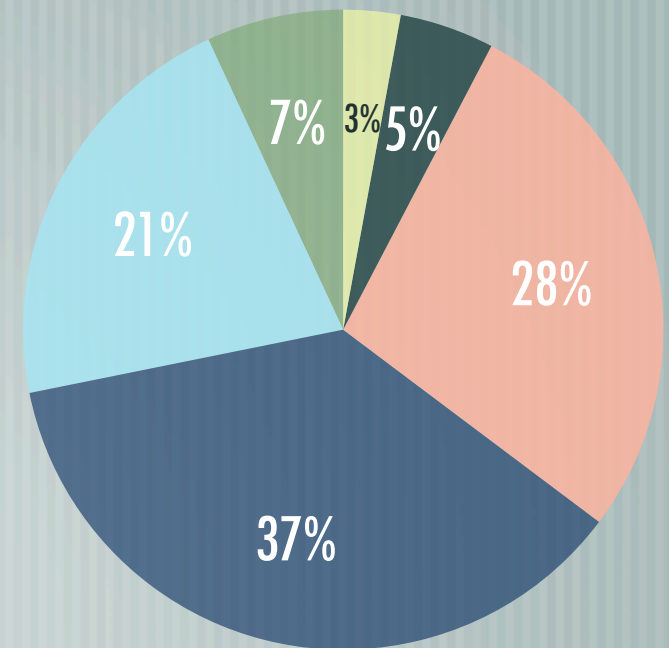
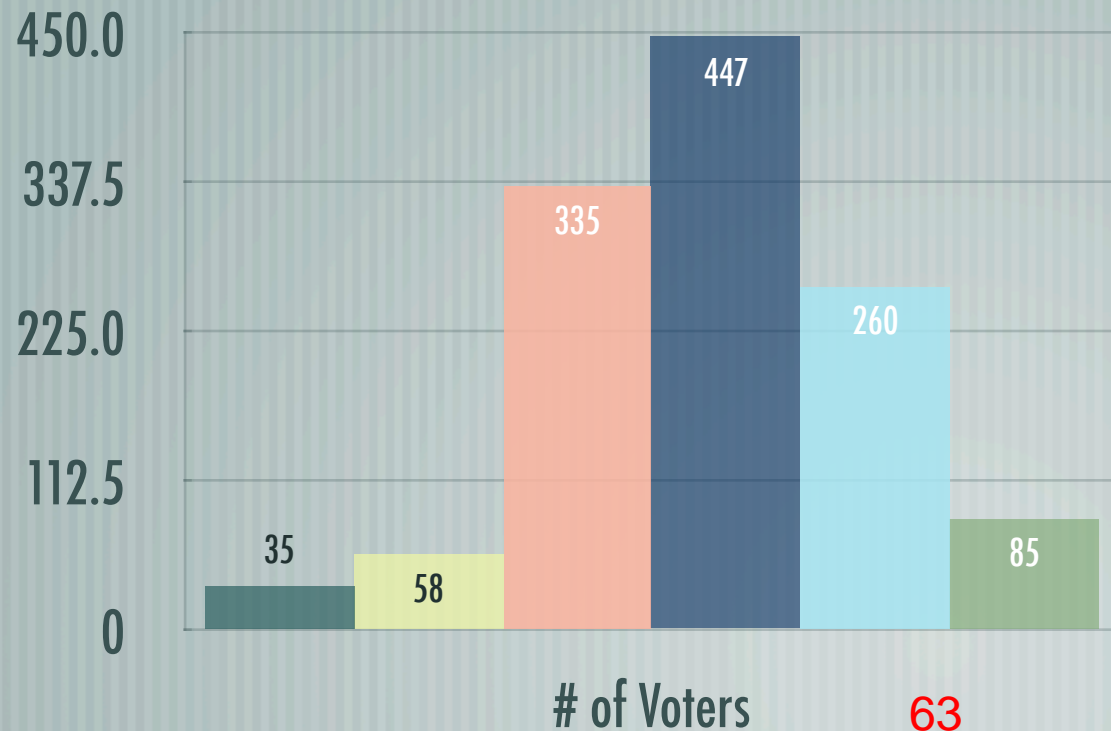
Answered: 1,428 Skipped: 102



Answer Choices	Responses	
I support eliminating all growth regulations.	2.17%	31
I support less restrictive regulations to allow more growth.	11.83%	169
I support maintaining existing growth allowed by current regulations.	40.27%	575
I support more restrictive regulations that would curtail most new growth.	31.30%	447
I support more restrictive regulations that would eliminate future growth to the greatest extent possible.	16.39%	234
Total Respondents: 1,428		

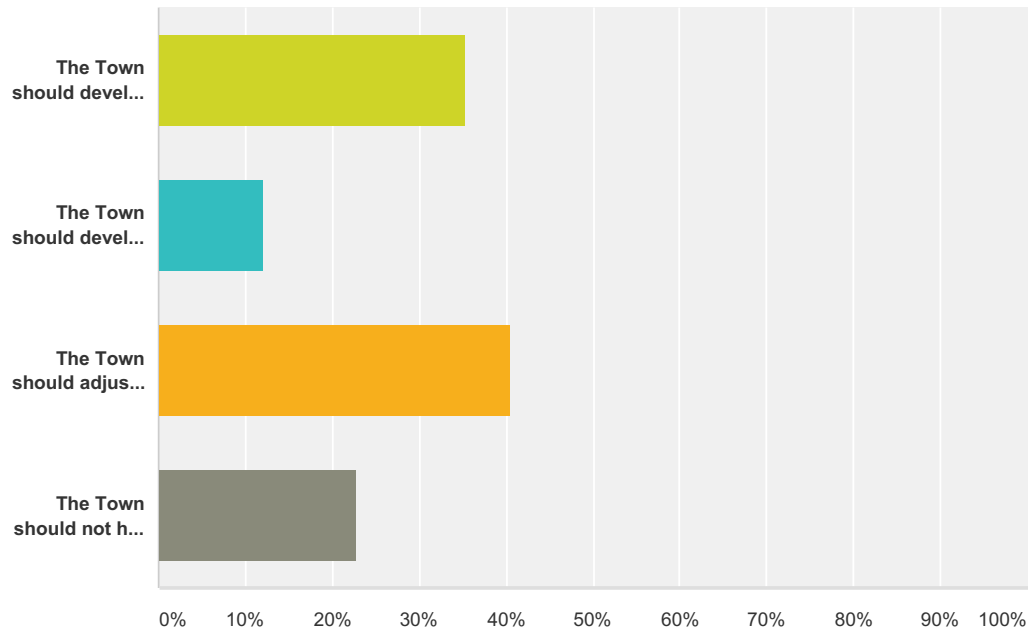
# 1. Goals & Policies

- 1). I support eliminating all growth regulations.
- 2). I support less regulation to allow more growth.
- 3). I support maintaining existing growth allowed by current regulations.
- ▶ 4). I support more regulations that would curtail most new growth.
- 5). I support regulations that would eliminate future growth to the greatest extent possible.
- 6). I do not have enough information to support any of the above\*



### Q3 HOUSING: What role should the Town of Nantucket take, if any, to encourage affordable housing?

Answered: 1,461 Skipped: 69

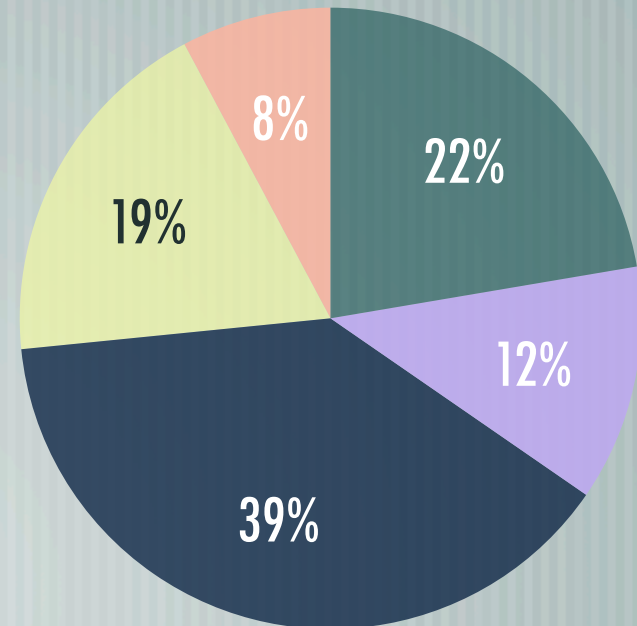
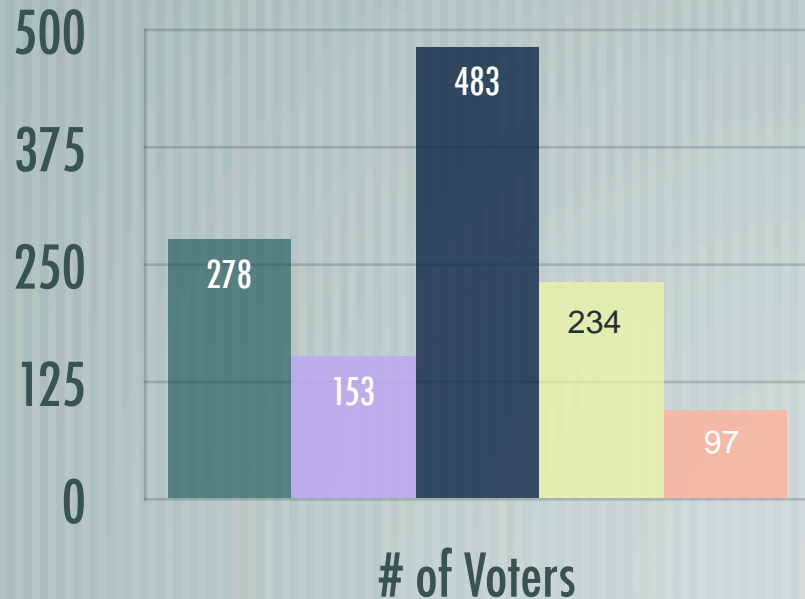


Answer Choices	Responses	
The Town should develop and manage housing for low to moderate income households within the community.	35.32%	516
The Town should develop and manage housing for Town employees only.	12.05%	176
The Town should adjust its laws (zoning, taxes, etc.) to provide incentives for the private sector to provide housing.	40.52%	592
The Town should not have any role in providing housing.	22.79%	333
Total Respondents: 1,461		

# 3. Housing

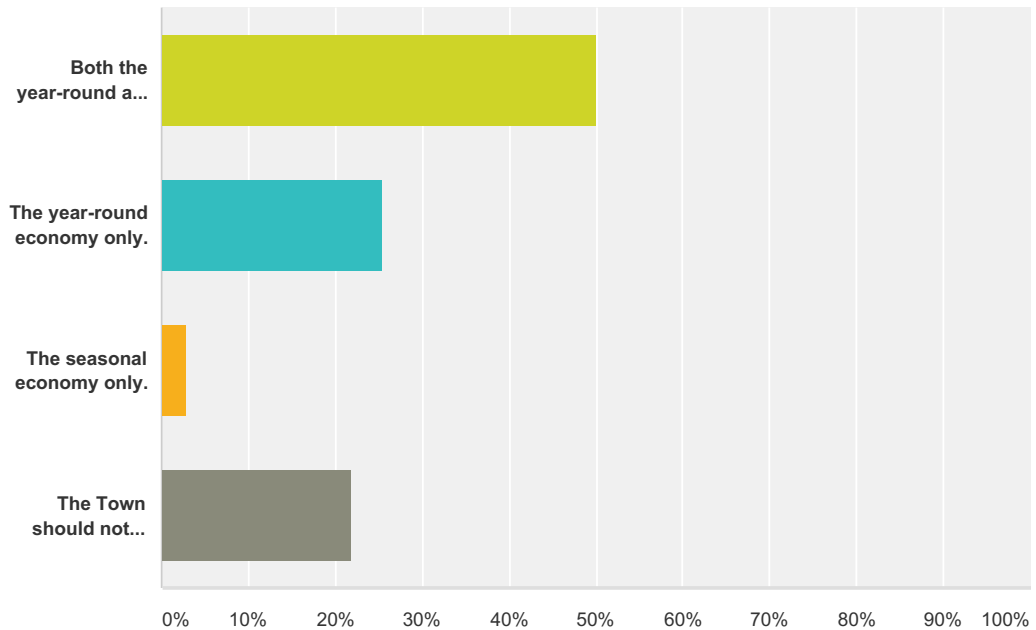
What role should the Town of Nantucket take, if any, to encourage affordable housing.

- 1). The Town should develop and manage housing for low to moderate-income households within the community.
- 2). The Town should develop and manage housing for Town employees only.
- ▶ 3). The Town should adjust its laws (zoning taxes etc.) to provide incentives for the private sector to provide housing.
- 4). The Town should not have any role in providing housing.
- 5). I do not have enough information to support any of the above\*



## Q4 ECONOMY: Should the Town of Nantucket encourage expansion of the economy based on:

Answered: 1,456 Skipped: 74

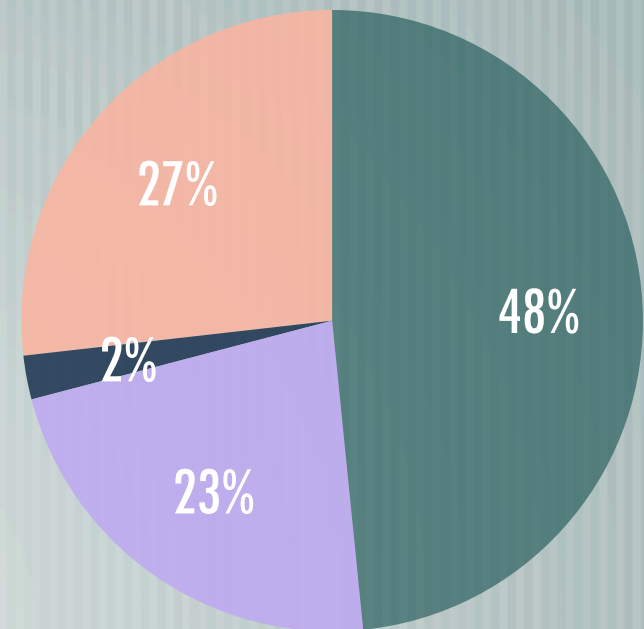
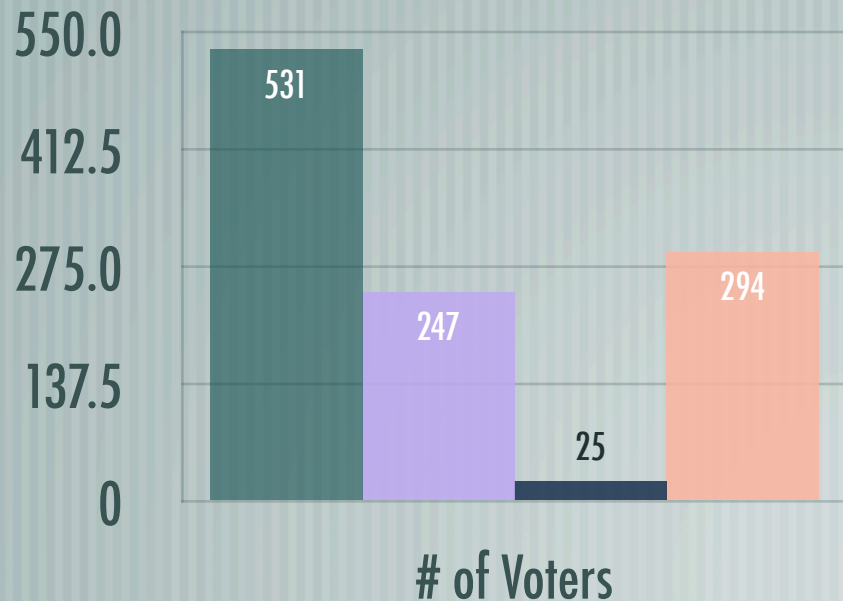


Answer Choices	Responses	
Both the year-round and seasonal economies.	50.14%	730
The year-round economy only.	25.41%	370
The seasonal economy only.	2.88%	42
The Town should not encourage any expansion of the economy.	21.91%	319
Total Respondents: 1,456		

# 4. Economy

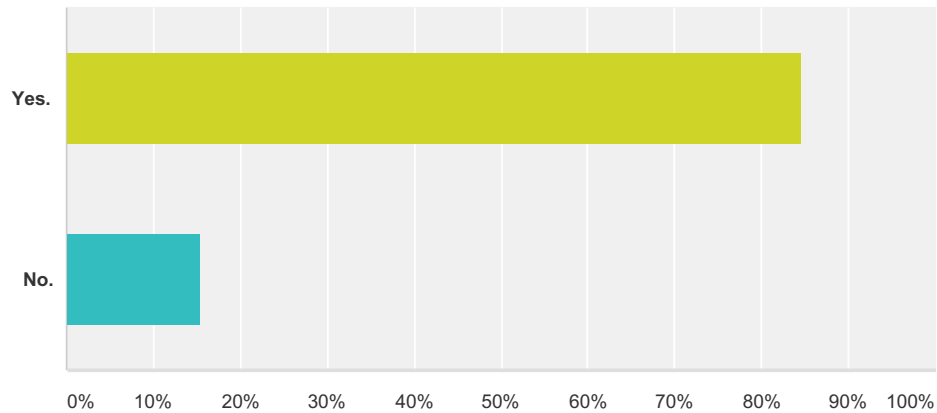
Should the Town of Nantucket encourage expansions of the economy based on:

- ▶ 1). Both the year-round and seasonal economies.
- 2). The year-round economy only.
- 3). The seasonal economy only.
- 4). The Town should not encourage an expansion of the economy.



## Q6 OPEN SPACE & RECREATION: Should the community of Nantucket continue to purchase open space?

Answered: 1,457 Skipped: 73



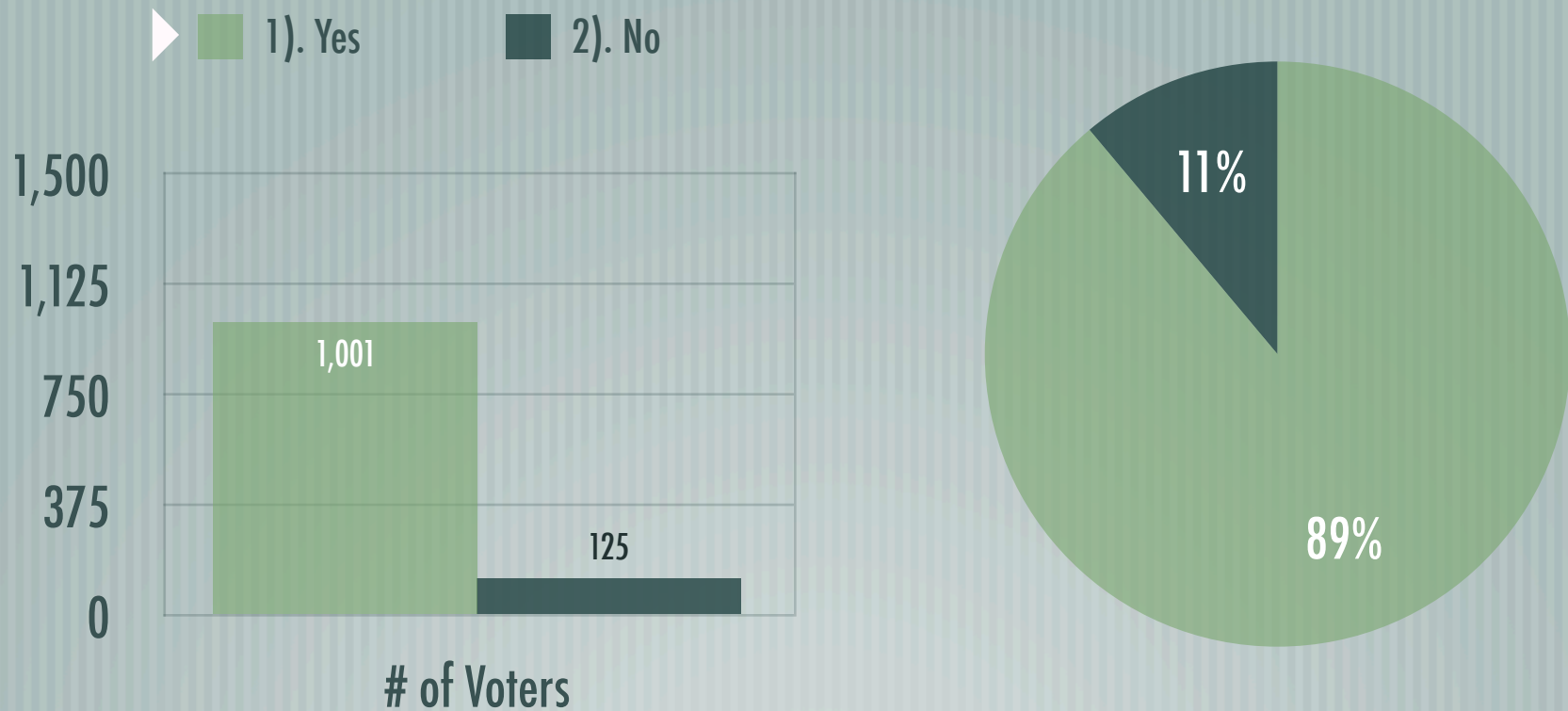
Answer Choices	Responses
Yes.	84.49% 1,231
No.	15.51% 226
<b>Total</b>	<b>1,457</b>

#	What percentage of the island should be open space? _____ %	Date
1	75%	3/28/2016 10:41 AM
2	60%	3/28/2016 10:30 AM
3	50% or greater	3/28/2016 10:29 AM
4	50% or greater	3/28/2016 10:28 AM
5	60%	3/28/2016 10:26 AM
6	40%	3/28/2016 10:25 AM
7	60%	3/28/2016 10:25 AM
8	75% +	3/28/2016 10:22 AM
9	75%	3/28/2016 10:20 AM
10	80%	3/28/2016 10:16 AM
11	But only larger parcels. Buying multimillion dollar houses for pocket parks seems, most often, not optimal use of resources.	3/28/2016 10:14 AM
12	Max. What is it now?	3/28/2016 10:09 AM
13	AS MUCH AS POSSIBLE WITHIN THE 2% NO INCREASE	3/25/2016 5:43 PM
14	60%	3/20/2016 12:12 AM
15	50%	3/20/2016 12:10 AM
16	at least 50%	3/20/2016 12:09 AM
17	75%	3/20/2016 12:08 AM
18	As much as possible!	3/20/2016 12:06 AM



# 6. Open Space & Recreation

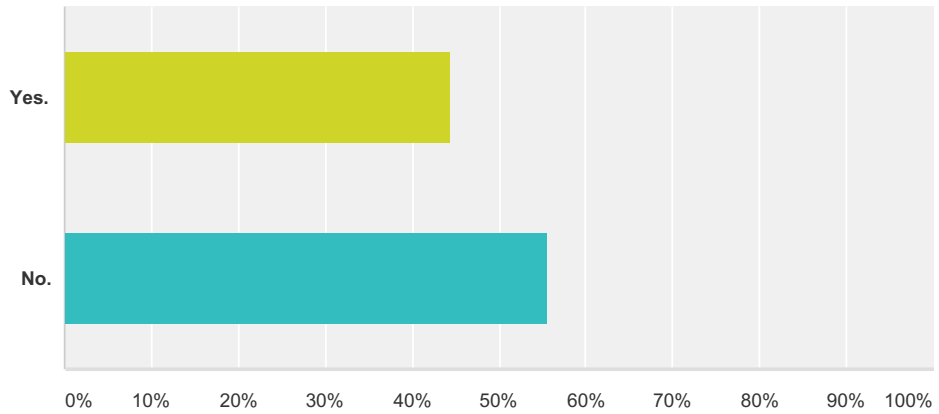
Should the community of Nantucket continue to purchase open space?



What percentage of the Island should be open space?  
Average 57% should remain open space. 370 Voters answered.

**Q5 NATURAL & CULTURAL RESOURCES:  
Should the Town of Nantucket support the  
creation of off-shores, ocean-based wind  
resources?**

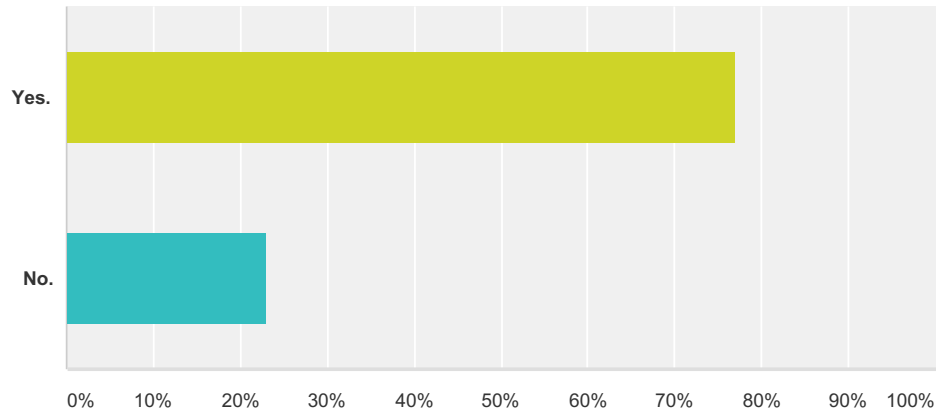
Answered: 1,432 Skipped: 98



Answer Choices	Responses	
Yes.	44.48%	637
No.	55.52%	795
<b>Total</b>		<b>1,432</b>

**Q7 TRANSPORTATION: Should the Town of Nantucket/Nantucket Regional Transportation Authority develop a year-round public transportation bus route?**

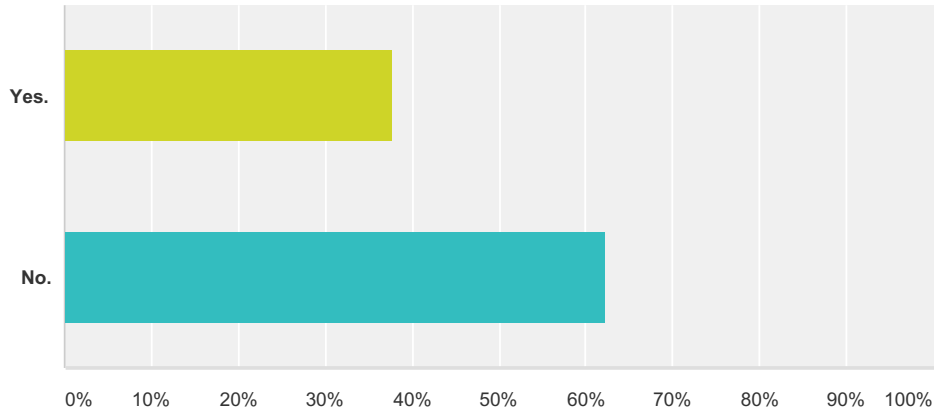
Answered: 1,464 Skipped: 66



Answer Choices	Responses	
Yes.	77.12%	1,129
No.	22.88%	335
<b>Total</b>		<b>1,464</b>

**Q8 Should the Town of Nantucket implement an on-street paid parking system (type to be determined) as a means to discourage vehicles in the downtown area and to create a revenue source for additional public transit and pedestrian improvements?**

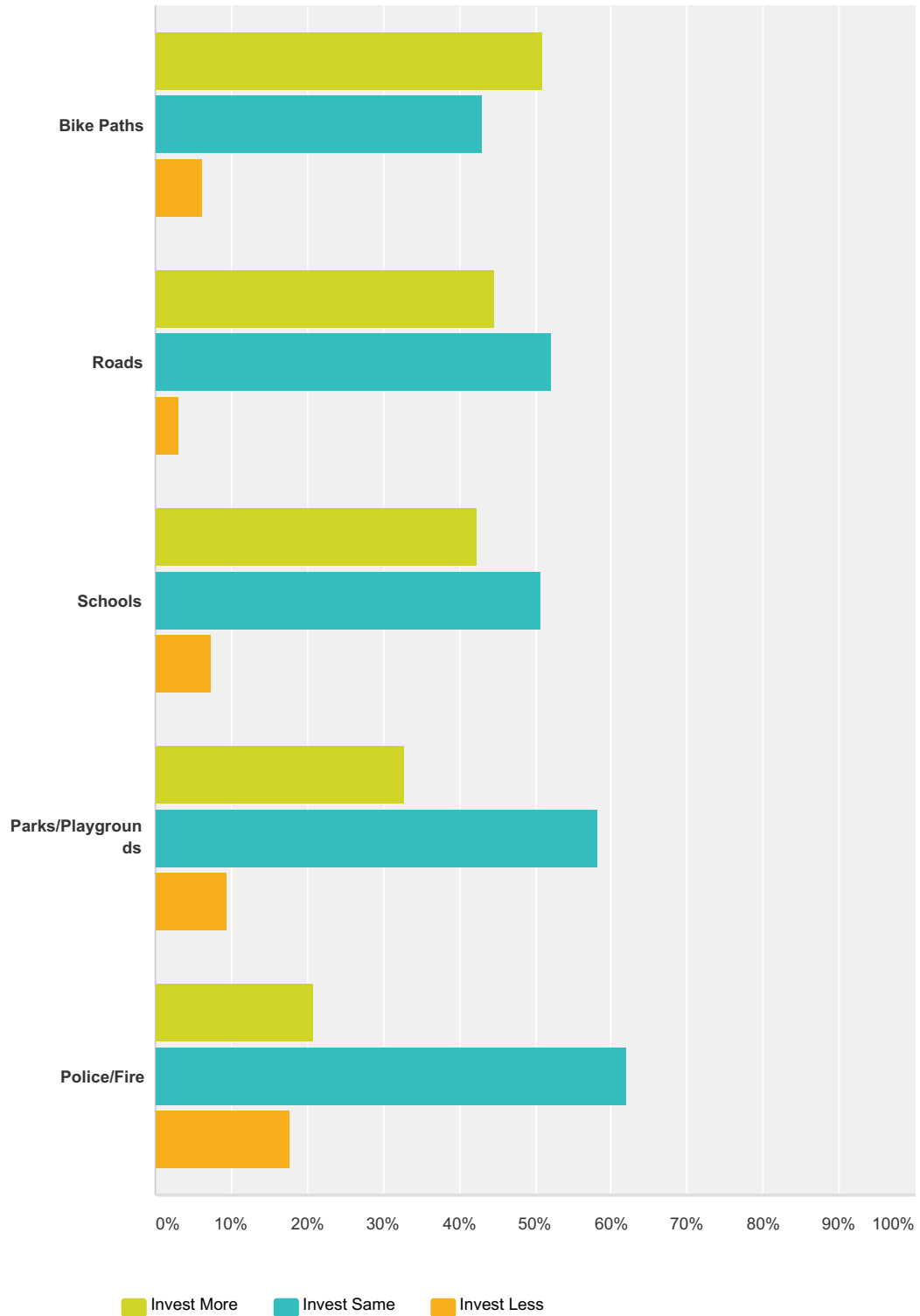
Answered: 1,428 Skipped: 102



Answer Choices	Responses	
Yes.	37.75%	539
No.	62.25%	889
<b>Total</b>		<b>1,428</b>

**Q9 SERVICES AND FACILITIES: What level of monetary investment should the Town make in the community's physical infrastructure? Please select the box that best describes your opinion.**

Answered: 1,487 Skipped: 43





Prospectus for:  
**A Unified Plan for a Livable, Innovative, Fiscally-Sound Tomorrow**

## INTENT

The Unified Plan ("UP") will serve as the principal Strategic-Comprehensive/Master planning document for the Town of Wellesley. The UP will be based on broad community participation and input, and will articulate the core values of the community, establish a vision for the future, and set town-wide priorities, goals, and implementation strategies needed to advance them.

## GUIDING PRINCIPLE

Recognizing the interrelatedness between the purpose and elements of the Comprehensive/Master Plan and those of the Strategic Plan, along with the process for vision setting, data collection, public input, and the development of goals, objectives, and action steps, the Town intends to establish a consistent, unified visionary plan for the Town.

## SCOPE OF THE UNIFIED PLAN

Long-Range Vision & Mission: Establish a long-range vision for the Town from organizational, development, and human perspectives. Create mission and purpose statements for Town government describing government functions and services and for whom it provides those functions and services.

Goals, Objectives & Priorities: Establish broad community goals, objectives, and priorities related, but not limited, to the following: Future Development, Land Use, Housing (e.g. affordability, diversity, accessibility, character), Economic Development, Natural, Cultural & Historic Resources, Open Space & Recreation, Educational Opportunities, Community & Economic Diversity, Transportation & Accessibility, Community Health, Sustainability, Community Services & Programming, Facilities & Asset Planning, Financial Management Planning, and Government Efficiency, Innovation, Communication, Engagement, & Collaboration.

## Elements of Implementation Plan:

- Specific goals and objectives, including deliverables;
- Strategies for prioritizing and achieving goals and objectives, along with timelines and assigned responsibility;
- Recommended actions for coordinating and integrating board/department planning and objectives within Town-wide context;
- Process and procedures for integrating UP with Town's long-term financial and capital planning;
- Existing and anticipated financial constraints on ability to pursue objectives and how constraints will be addressed; and strategies for addressing unanticipated constraints;
- Metrics and timelines for assessing progress; and
- Requirements for annual updates and 5-year reports to Town Meeting.





Prospectus for:  
**A Unified Plan for a Livable, Innovative, Fiscally-Sound Tomorrow**

## PROCESS & TIMELINE

The Working Group will coordinate the advancement of the Unified Plan until the establishment of the Steering Committee.

- **2016 ATM:** Pursue full funding at Town Meeting.
- **June/July 2016:** Release RFP for Consultant.
- **July/August 2016:** Planning Board and Board of Selectmen engage Consultant;
- **Planning Board and Board of Selectmen appoint the initial members of a Steering Committee** to include one representative recommended from each Town board/committee. The initial members of the Steering Committee will select one Town Meeting representative from each precinct, and representatives of residential, commercial, educational, and institutional interests to also serve on the Committee. The Steering Committee will elect its own co-chairs. The Steering Committee, working directly with the Consultant, acts as steward in the development of the Unified Plan.
- **September 2016 – March 2018:** The public will be integrally engaged in all aspects of the development of the UP
- **September 2016 - February 2017:** Phase One & Two - Inventory & Assessment; Vision-Setting
- **2017 ATM:** Present Inventory & Assessment and Vision Report to Town Meeting
- **March-December 2017:** Phase Three - Goal Setting and Implementation Development
- **December 2017 to February 2018:** Present completed UP to Town boards/committees for Endorsement
- **February to March 2018:** Approval of UP by Board of Selectmen & Planning Board
- **2018 ATM:** Present UP to Town Meeting
- **Priorities identified in the UP factored into FY20 Budget**

## FUNDING

**Total Budget:** \$150,000

**FY16 Capital Budget Appropriation:** \$30,000

**FY17 CPC Appropriation:** \$60,000 (*to be used for planning activities associated with Open Space, Historic Preservation, Community Housing, and Outdoor Recreation; not to exceed 40% of total budget*)

**Remaining FY17 Capital Budget Appropriation:** \$60,000

## UNIFIED PLAN WORKING GROUP

**Ellen Gibbs**, Member, Board of Selectmen

**Marjorie Freiman**, Member, Board of Selectmen

**Deborah Carpenter**, Chair, Planning Board

**Harriet Warshaw**, Member, Planning Board

**Meghan Jop**, AICP, Deputy Executive Director

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**Michael Zehner**, AICP, Planning Director

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For additional information: <http://bit.ly/1TwoYKl>



## Proposed Scope & Process for the Development of A Unified Plan for the Town of Wellesley - 2018 to 2028

### INTENT

The intent of this document is to **establish an agreed scope and process** that will serve as the basis for a Request for Proposals for the **collaborative development of a long-range Unified Plan for the Town** that will **encompass the required elements of a Comprehensive/Master Plan and a Town-wide Strategic Plan**.

### STATUTORY REQUIREMENTS

While planning for the future of the Town is considered a best-practice, the Planning Board and Board of Selectmen (with the adoption of a new Bylaw proposed by the Town Government Study Committee) are required to establish long-range plans for the Town.

#### The Comprehensive/Master Plan

Under Massachusetts General Laws Ch. 41, Sec. 81D, the Planning Board is charged with preparing a master plan (or Comprehensive Plan, as it is commonly known and referred to in Wellesley) for the Town, serving as a **"statement, through text, maps, illustrations or other forms of communication, that is designed to provide a basis for decision making regarding the long-term physical development of the municipality."** While not limited in its content, it is mandated that the master plan address the following 9 elements:

1. **Goals and policies** of the municipality for its future growth and development;
2. **Land use plan element** which identifies present land use and designates the proposed distribution, location and inter-relationship of public and private land uses;
3. **Housing element** which identifies and analyzes existing and forecasted housing needs and objectives including programs for the preservation, improvement and development of housing;
4. **Economic development element** which identifies policies and strategies for the expansion or stabilization of the local economic base and the promotion of employment opportunities;
5. **Natural and cultural resources element** which provides an inventory of the significant natural, cultural and historic resource areas of the municipality, and policies and strategies for the protection and management of such areas;
6. **Open space and recreation element** which provides an inventory of recreational, resources, and open space areas of the municipality, and policies and strategies for the management and protection of such resources and areas;
7. **Services and facilities element** which identifies and analyzes existing and forecasted needs for facilities and services used by the public;
8. **Circulation element** which provides an inventory of existing and proposed circulation and transportation systems; and
9. **Implementation program element** which defines and schedules the specific municipal actions necessary to achieve the objectives of each element of the master plan. Scheduled expansion or replacement of public facilities or circulation system components and the anticipated costs and revenues associated with accomplishment of such activities shall be detailed in this element. This element shall specify the process by which the municipality's regulatory structures shall be amended so as to be consistent with the master plan.

The Planning Board last developed a Comprehensive Plan for the Town in 2007, a 10-year Plan known as the Wellesley Comprehensive Plan: 2007-2017 Update, and intends to update that Comprehensive Plan in concert with the development of the Town-wide Strategic Plan, to result in the development of a Collaborative Unified Plan.

#### The Town-wide Strategic Plan

Currently, there is no requirement for a Town-wide Strategic Plan; however, a new Bylaw proposed by the Town Government Study Committee (Article 19.12) would require the Board of Selectmen to prepare such a plan (updated every 5 years) that will be a **"holistic, integrated agenda for the Town that reflects the goals, objectives and strategies that may be adopted from time to time by Town boards."** Further, the Bylaw would require the Plan to include:

1. An articulated **long-range vision** for the Town;
2. A **mission statement of Wellesley Town government**, including a statement of purpose(s) describing the functions of the municipal government and for whom it provides those functions;
3. A specification of **broad community goals and priorities**;
4. A **statement of objectives**: identification of **deliverables**, both products and services to be provided;
5. **Strategies** by which objectives and goals will be achieved and by whom, as well as a **timeline for action**;
6. Recommended **action items** for **coordinating** and **integrating** board or departmental objectives within a Town-wide context;
7. Existing or anticipated **financial constraints** on the ability of the Town to pursue the objectives of the Strategic Plan and how those constraints will be addressed;
8. **Specific and measurable metrics** for assessing progress at agreed-upon time intervals; and
9. Such other matters as are deemed appropriate by the Board of Selectmen.

Regardless of whether this Bylaw is adopted by Town Meeting, the Board of Selectmen believes the development and implementation of a Town-wide Strategic Plan is necessary, has endorsed the proposal, and fully supports the Bylaw's requirement that preparation of the Plan involve consultation with "Town boards and department staff, as well as residents and other constituencies and stakeholders."

### GUIDING PRINCIPLE

Recognizing the statutory obligations, along with the interrelatedness between the elements of the two plans with respect to vision-setting, data collection, public input, and establishment of goals, objectives and action steps, the Board of Selectmen and the Planning Board endeavor to develop an internally consistent, unified visionary plan for the Town.

### GOALS OF THE UNIFIED PLAN

The Unified Plan will accomplish the following goals:

1. **Establish a vision for the future of Wellesley** that articulates the core values of all Town constituencies;
2. Provides a basis for decisions regarding the **long-term physical development and preservation of properties within the Town, both public and private**;
3. Provides a basis for decisions regarding the **prioritization, funding and provision of services, both infrastructure and human-related**, within the Town;
4. Provides a basis for decisions regarding the **use, maintenance, improvement, replacement, and sale of property and infrastructure** owned by the Town;

#### A Unified Plan for the Town of Wellesley





## Proposed Scope & Process for the Development of A Unified Plan for the Town of Wellesley - 2018 to 2028

5. Provides a basis for *long-term financial decisions, and accountability for such decisions*;
6. Assists in forecasting *long-term investments in and resource allocation for infrastructure and services*; and
7. Establishes *metrics and benchmarks for all departments, programs, and service delivery*.

### SCOPE OF THE UNIFIED PLAN

The Unified Plan will include the following elements, exploring connections and synergies between the elements (such as assessing the benefits of open space to sustainability and economic development, or the importance of transportation and circulation to housing) and thereby reducing the potential for conflicts among the various policies, recommendations, and strategies. Further, during the vision-setting phase, consideration will be given to establishing specific themes which may be used to evaluate elements of the Unified Plan and the policies advanced therein. Finally, the Unified Plan will recognize and coordinate current planning efforts, and establish guidance for future Town-wide planning initiatives.

1. Long-Range Vision & Mission
  - a. Establish a *long-range vision for the Town*, from an *organizational perspective, a development perspective, and a human perspective*;
  - b. Establish *mission and purpose statements for Town government*, describing the functions of the government and for whom it provides those functions;
2. Goals, Policies, & Priorities - Establish *broad community goals, policies, and priorities*, including, but not limited to, the following:
  - a. *Future development*;
  - b. *Land use*;
  - c. *Housing*, including, but not limited to, affordability, diversity, accessibility, and character;
  - d. *Economic development*;
  - e. *Natural, cultural, and historic resources*;
  - f. *Open space and recreation*;
  - g. *Educational opportunities*;
  - h. *Community and economic diversity*;
  - i. *Circulation, transportation, and accessibility*;
  - j. *Sustainability*, both ecological and community health;
  - k. *Community Services, facilities, and programming*, including, but not limited to, education, infrastructure, recreation, and health and wellness;
  - l. *Financial management planning*; and
  - m. *Government efficiency, innovation, communication, engagement, and collaboration* within the local and regional community.
3. Implementation Plan - Develop *Action Steps, Performance Measurement and Reporting Requirements*
  - a. Establish a *statement of objectives, identifying deliverables*, both products and services, to be provided;
  - b. Establish *strategies by which goals, policies, and objectives will be achieved* and by whom, as well as a *timeline for action*;
  - c. Recommended *action items for coordinating and integrating board or departmental objectives* within a Town-wide context;
  - d. Formalize process and procedures for integrating with the Town's *long-term financial and capital planning*, including, but not limited to, the Town-wide Financial Plan, Annual

Operating Budget, 5-Year Capital Program Budget Plan, Town-wide Asset Valuation, and overall financial position;

- e. Identify existing or anticipated *financial constraints* on the ability of the Town to pursue objectives, identify *how those constraints will be addressed*;
- g. Establish *specific and measurable metrics for assessing progress* at agreed-upon time intervals; and
- h. Develop standard *reporting requirements for annual and 5-year reports* to Town Meeting

### PROCEDURAL REQUIREMENTS

The following procedures will be included in the development of the Unified Plan:

1. The *Working Group will coordinate the advancement of the Unified Plan until the establishment of the Steering Committee*.
2. The Unified Plan will be *developed with the assistance of a consultant(s), engaged jointly by the Planning Board and the Board of Selectmen*.
3. *A brand will be created for the Unified Plan*, establishing that it is a separate, distinct, and all-encompassing document for the Town;
4. *A Steering Committee will be appointed* jointly by the Planning Board and Board of Selectmen to act as *a steward in the development of the Unified Plan*, directing the work of the consultant. The Steering Committee will include at least *1 representative from each Town board/committee, 1 Town Meeting representative from each precinct, and representatives of residential, commercial, educational, and institutional interests*;
5. Development of the Unified Plan will include an *introductory, vision-setting phase* to set the expectations and themes for the Unified Plan, an *inventory and assessment phase*, and a *goal setting and implementation development phase*;
6. *The public will be integrally engaged* in all aspects of the development of the Unified Plan; and
7. The Unified Plan *must ultimately be approved by the Planning Board and the Board of Selectmen*, but only after *endorsements by each Town board*. Following Planning Board and Board of Selectmen approval, the Unified Plan will be presented to Town Meeting.

### MILESTONES & TIMELINE

Development of the Unified Plan is expected to include the following milestones and meet the noted timelines:

- *Review & Seek Agreement of Plan Scope with BOS & PB*: October-December 2015 - Partially Complete
- *Notify Town Government Study Committee of Intent*: October 2015 - Completed
- *Budget Development and Budget Request Presentations*: December 2015 to 2016 ATM
- *Initial Discussions with Town Boards*: December 2015 to February 2016
- *Pursue Full Funding at Town Meeting*: 2016 ATM
- *Appoint Steering Committee*: May 2016
- *Release RFP*: June/July 2016
- *Engage Consultant*: July/August 2016
- *Phase 1 & 2 (Vision, Inventory & Assessment)*: September 2016-February 2017
- *Present Vision and Inventory & Assessment Report to Town Meeting*: 2017 ATM
- *Phase 3 (Goal Setting and Implementation Development)*: March-December 2017
- *Present Full Plan to Town Boards for Endorsement*: December 2017 to February 2018
- *Board of Selectmen & Planning Board Approval of Plan*: February to March 2018
- *Present Plan to Town Meeting*: 2018 ATM
- *Plan Priorities Factored into FY20 Budget*

## Proposed Scope & Process for the Development of A Unified Plan for the Town of Wellesley - 2018 to 2028

### FUNDING

*A total budget of \$150,000 is expected to be necessary for the development of the Unified Plan. Currently, \$30,000 in Capital Budget funds were allocated to the Planning Board at the 2015 Annual Town Meeting. CPA funds will be considered for some aspects of the Plan, as well as other grant and funding opportunities. Since the Unified Plan is intended to be viewed a Town-wide document and resource, any funding requests should be viewed in a similar manner, rather than a request of a particular board or department.*

**Total Budget:** \$150,000

**FY16 Capital Budget Appropriation:** \$30,000

**Potential FY17 CPC Appropriation:** \$60,000 *(to be used for planning activities associated with Open Space, Historic Preservation, Community Housing, and Outdoor Recreation)*

**Remaining FY17 Capital Budget Appropriation:** \$60,000

This document was prepared by:

#### **Unified Plan Working Group**

*Ellen Gibbs*, Member, Board of Selectmen  
*Marjorie Freiman*, Member Board of Selectmen  
*Deborah Carpenter*, Chair, Planning Board  
*Harriet Warshaw*, Member, Planning Board  
*Meghan Jop*, AICP, Deputy Executive Director  
*Michael Zehner*, AICP, Planning Director  
*Imaikalani Aiu*, Assistant Planning Director

December 4, 2015 WORKING DRAFT

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# Final Report of the June 18, 2015 Strategic Planning Retreat



Jodi Ross – Town Manager

John Mangiaratti – Assistant Town Manager

July 23, 2015

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## Executive Summary

Our fifth annual Strategic Planning Retreat was held on June 18, 2015 at Kimball Farm in Westford. We had perfect weather for the event and 192 participants joined us for an evening of information sharing, questions, and constructive input from our residents. We continued the with the interactive format introduced last year which included dividing the group discussions into picnic table-level conversations led by a facilitator knowledgeable in the subject. This format provided a greater opportunity for residents to speak and allowed for a more interactive discussion. As shown in the group summaries below, these sessions produced new ideas and raised important questions for the community to consider. According to responses on the pre-registration survey approximately 40% of the participants attended the event for the first time. We had a vastly improved poster exhibit this year with nine impressive displays and representatives familiar with the projects available to speak one-on-one with meeting participants. We also conducted a participant survey which indicated overall satisfaction with the event and provided constructive comments to help improve the retreat next year.

All of the materials distributed in the packet and presented in the meeting are available online at [www.westfordma.gov/retreat](http://www.westfordma.gov/retreat).



Westford Cable Access Television (WCAT) produced an excellent video documenting the 2015 Strategic Planning Retreat. Below is the link to view the video:



<http://www.westfordcat.org/channels/government-channel/other-meetings/strategic-planning-retreat-2015/>



### **Summary of Group Discussions:**

The following six pages provide brief summaries of the discussions that occurred in each of the four breakout sessions.

## 12 North Main Street

The 12 North Main Street Task Force members led multiple discussions regarding the ongoing activities of the task force and the potential future uses for the abandoned mill property located at 12 North Main Street in Graniteville. The fact sheet shown below was distributed to all participants and a series of questions were presented for discussion.

### 12 North Main Street Task Force

#### June 18, 2015 Strategic Planning Retreat

- Located at the Graniteville Historic District, the former Alford Wrentham mill building, a mix of brick tower and massive local granite walls, has long been an iconic structure in the neighborhood and a driver of economic activity for generations.
- The Board of Selectmen presented the cleanup of this site as a critical goal for our town, and the 12 North Main Street Task Force was assembled to study alternatives to redevelop the property for public use.
- The task force discussed that the historical aspects of the property were significant, and that reuse alternatives that included revitalization of the historic building were preferable.
- The task force received funding through the Graniteville Redevelopment Agency to Capital (BRIAR) program for 50% of the preliminary environmental assessment, and we are actively pursuing Environmental Protection Agency (EPA) Superfund Grants and MassDevelopment (MassDev) funds.
- We received 60 hours of technical assistance from Northern Middlesex Council of Governments to assist with the process of applying for inclusion in the State's Expanded Local Housing Program under Chapter 40B.
- The 2015 Annual Town Meeting supported the use of \$75,000 in Community Preservation Act funds to conduct an historic preservation feasibility and building rehabilitation study, which is scheduled for completion in September 2015 to allow building rehabilitation recommendations to be implemented by next spring.



#### Current Task Force Work Activities

- Finalizing finalization of parcels to secure town ownership
- Continuing to study re-potential reuse options
- Working with architects (Burgmann Hendrie + Archetype) on preservation study
- Seeking input from online community surveys
- Communicating and coordinating with abutting property owners
- Holding public task force meetings every other Wednesday (next June 24th)

Full 2015 work plan is available and additional information about the task force is available online:  
[www.westfordma.gov/12northmain](http://www.westfordma.gov/12northmain)

To download the fact sheet use the following link:

[http://www.westfordma.gov/pages/government/towndepartments/westfordma\\_townmanager/retreatdocs/2015spr/12NMTF\\_SPR\\_factsheet.pdf](http://www.westfordma.gov/pages/government/towndepartments/westfordma_townmanager/retreatdocs/2015spr/12NMTF_SPR_factsheet.pdf)

A representative sampling of comments received in response to the questions are shown below.

1. Which aspects of the project are most concerning to you?
  - Environmental - impact on water, wildlife
  - Cost of cleanup
  - Potential loss of an iconic structure in Graniteville
  - Multiple ownership of parcels - 10 N Main St
  - Traffic impacts depending on future use
2. Which aspects of this project are most exciting to you?
  - Cleaning up an eyesore
  - Restoring building to its "former glory"
  - Historic preservation
  - Preserving the bell tower
  - Potential for alternative energy from hydro
3. In a scenario where the property is redeveloped to a new use, what features would you like to see incorporated into the design?
  - Public access to Stony brook
  - Trail connection to East Boston Camp and other Town trails
  - Nothing that attracts traffic



- Playground
- Swimming Pool
- Arboretum
- Community garden

4. How do you think it could be funded? What do you think about investing public funding in this site?

- Grants
- Private entrepreneur
- Community Preservation Act funds



5. What would like to see at the site?

- Mixed use development
- A town park
- Affordable housing
- A store similar to Parents Market
- A community center
- Offices
- Industrial is least attractive
- Artists' lofts
- An arboretum
- A dog park



6. What is your opinion of the potential use of this site for housing?

- Senior housing would be good or veterans with disability
- Some residents spoke in favor of affordable housing while others felt there was already enough affordable housing in Graniteville
- Only "few" units (otherwise too much traffic).
- Condos would have "more stable" residents

7. What is your opinion of the potential use of this site for municipal property? What type of municipal use do you envision?

- A park
- A recreation center with rowing tanks
- Not storage
- Offices
- Library annex
- A community center

### **New Center Fire Station/Combined Dispatch/Future Use of Current Fire Station Site:**

The Permanent Town Building Committee were joined by architects, Dore and Whittier in leading a discussion of the concepts being considered for the new fire station. Participants reviewed images of multiple existing fire stations from the New England area and provided feedback to the architect on which architectural styles are preferred by Westford residents. The following summarizes some of the suggestions and observations at the discussion tables related to the discussion of potential reuse for the current center fire station after the new fire station is built on Boston Road:

- Move Board of Health and Planning Department with their files
- Provide more archival storage for Town Clerk
- Move Technology Department to the center of town
- Provide covered walkway from Police Station building
- Provide public toilets accessible for Town Common events
- Create a new Community Meeting Room
- Move Westford CAT to center location
- Add more parking to rear of Town Hall
- Add a bakery/café





### Pedestrian Safety Committee

The pedestrian safety discussion session was well attended with over 60 participants in 10 small groups. Fifty seven comment cards were submitted as well as 10 maps of the town were used by session participants to mark areas of pedestrian safety concern. Judging by the comments there is a strong desire to see improvements in pedestrian safety in Westford. A large number of areas in the town were selected by participants as locations where safety was a problem.

Areas of town that received the most comments and/or stickers on the maps were:

- Boston Rd from the center to Littleton Rd
- Plain Rd
- Boston Rd from 110 to Carlisle Rd
- Carlisle Rd/Rt 225
- Main St
- Tadmuck Rd

The comment cards have been digitalized and are available on the Pedestrian Safety Committee website. Participant comments will be reviewed by the Pedestrian Safety Committee and used in evaluating which roads should be prioritize for safety improvements. The GIS department is has digitized the map data and created a web based map available to the public. The link to the map is shown below along with a view of the online map.

<http://westford.maps.arcgis.com/apps/webappviewer/index.html?id=b8fbb0fba2fa4ae2a70c929bd21714>

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## Town Farm Building and Property:

Facilitators from the Town Farm Task Force led lively discussions and heard from multiple viewpoints. The fact sheet shown below was distributed to all participants and a series of questions were presented for discussion. To download the fact use the following link:

[http://www.westfordma.gov/pages/government/towndepartments/westfordma\\_townmanager/retreatdocs/2015spr/TFTF\\_SPR\\_factsheet.pdf](http://www.westfordma.gov/pages/government/towndepartments/westfordma_townmanager/retreatdocs/2015spr/TFTF_SPR_factsheet.pdf)



A representation of the responses and discussion are shown below.

- What ideas do you have for the future use of this site?
  - Affordable housing/ Senior housing
  - Coffee shop/bakery
  - Function room /meeting spaces
  - Farmers market
  - Recreation facility with a pool and/or tennis courts
- Should preserving the building be a priority?
  - Many said yes, but some thought the building could be removed and replaced with a commemorative marker
  - Concerned about the cost of rehabilitation
  - Keep the main brick portion of the building but the remaining portion can be demolished
  - Concerned that the national register listing may restrict future use.
- Should the property or portions of the property be sold to a private buyer?
  - There was interest in keeping the property for a use that benefits the community whether it is owned publicly or privately.
- What municipal needs could be addressed at this site?
  - Move the school department back into this building
  - Recreation, Storage





### Recap of Poster Exhibits:

**Town Buildings Facility Study/Roudenbush Project:** Presented information received from the facility study, and discussed prioritization of our building projects. Present and discuss current Roudenbush historic rehabilitation and improvement project.

### Library Feasibility Study:

Overview library feasibility project, including time line.

**Economic Development:** An update on Economic Development Committee activities such as the Westford Business Association, EDSAT, and village meetings.



**Infrastructure/roads/dams/bridges:** Overview of current projects, timeline, costs.

**Energy Committee Initiatives:** Information about energy efficiency initiatives the town is pursuing and the progress made towards our goal of a 20% reduction by 2017. Discuss what resources are available to residents interested in sustainability.

**Community Preservation Act:** The ABCs of CPA presentation provided information on current projects approved and input from residents and board members for future projects.

[http://www.westfordma.gov/pages/government/towndepartments/westfordma\\_townmanager/retreatdocs/2015spr/cpafundspresentation.pdf](http://www.westfordma.gov/pages/government/towndepartments/westfordma_townmanager/retreatdocs/2015spr/cpafundspresentation.pdf)

**Recreation Master Plan:** Discussed the town-wide survey and feasibility study to assist in determining wants and needs related to recreation.

**Agricultural Commission Initiatives and Conservation Lands:** Provided information about new community gardens, and other Agricultural Commission projects. Continuing with their watermelon example from 2014, they are still focused on localizing a larger 'slice' of our community's grocery bill. Sought resident input on ways to expand local food production and access for health, economic, and environmental benefits.

**Perchlorate Remediation Update:** Our Licensed Site Professional (LSP) from Woodard and Curran Inc., was available to answer questions about the perchlorate remediation project in the area surrounding the highway facility on North Street. View perchlorate documents

### **Sample of Participant Comments from Survey**

“It makes me feel like an important part of the community, and gain an understanding of how the town operates. I love being able to participate.”

“Strategic Planning Retreat gives Westford residents a chance to participate in town projects. Also gives residents the opportunity to meet town staff and provide input to them. Great job by all!”

“I really enjoyed this retreat I'm looking forward to next year.”

“I love Westford!”

“A great format for seeing the current and planned town projects!”

“Good selection of topics of interest to citizens. Glad to see so many town employees present and participating. I will definitely attend future events. Thanks.”





## 2016 Board of Selectmen / Town Manager Goals

### One Year Goals:

1. Adhere to the Board of Selectmen Fiscal Year 2017 Budget Policy Direction. Provide budget projections for the next three years and outline options and make recommendations to keep a balanced budget.
2. Continue to monitor health insurance benefits and identify ways to control costs. Analyze the upcoming changes in the health insurance industry related to federal healthcare reform; recommend changes as required.
3. Work with the Permanent Town Building Committee to complete the design and construction bid documents of the combined dispatch center and the new Center Fire Station. Work with town staff, officials, and residents to develop recommendations for the reuse of the former center station.
4. Complete the energy aggregation program to provide a fixed rate for electric supply for local residents and businesses. Complete energy efficiency projects funded through the Green Community competitive grant, and apply for competitive grants to fund additional energy efficiency projects. Explore initiatives and programs that will help the town make progress toward its goal of a 20% reduction in overall energy consumption.
5. Update personnel policies and procedures handbook.
6. Assist with the Drew Gardens property redevelopment project.
7. Evaluate the results of the Resident Communication Survey, and seek to make improvements in communication between the Town and residents.

### Multi Year Goals:

8. Work with the Town Farm Task Force and applicable boards to identify an alternative location for the offices and programming space currently occupied by the Recreation and Cemetery departments in the Town Farm building, and develop a plan for the future use or disposition of the Town Farm building.
9. Support the 12 North Main Street Task Force's efforts to identify a reuse strategy for the town-owned mill property. Continue to pursue grants and funding sources to help with the cleanup of contamination, and work with state agencies to protect our public water supply at this location. Coordinate any cleanup and/or building stabilization work that is approved.
10. Support the Commission on Disability to identify issues related to compliance with the Americans with Disabilities Act (ADA).
11. Work with the Pedestrian Safety Committee, Police, Fire, Engineering, Highway, Health, and other departments to investigate ways to promote Westford as a healthy community through policies, programs, and infrastructure planning.

Date Approved by the Board of Selectmen: November 10, 2015



## **Town of Falmouth**

FIVE-YEAR STRATEGIC PLAN  
Board of Selectmen  
2016-2020



## Introduction

In accordance with the Town of Falmouth Home Rule Charter, the Falmouth Board of Selectmen hereby presents its five-year strategic plan for the Town of Falmouth. During its annual Strategic Planning retreat on June 20, 2015 the Board received a strategic planning financial briefing from Falmouth Finance Director, Jennifer Petit. This overall fiscal health report set the stage for a discussion of long range planning objectives.

Fiscal Year 2016 looks positive with strong revenues coming in as projected. Looking forward to 2017 the outlook continues to look strong with some advisories about potential budget pressures related to contracts, health insurance, implementing water and wastewater systems into operations, solid waste and other overhead items continuing to place pressure on annual appropriations. The Board also reviewed the long term debt plan and the limits and opportunities to carefully weave capital projects into our fiscal plan. The Finance Director reported cautious optimism and recommended continued focus on stewardship of reserves, and further study of the need for fee for services to keep up with growing expenses. Fiscal planning in alignment with goal setting was the message from Finance Director Petit. The Board also viewed a video report on the successful implementation of a \$1m+ energy services contract (ESCO) a 2015 goal near completion.



As it embarks on the work of Strategic Planning, the Board recognizes the importance of setting forth a vision for our community annually and the need to work through our Town Manager to involve the staff, also receiving input from town boards and committees in our visioning. There is also the fundamental need to hear from our citizens to gain a better understanding of community priorities. The goals set forth herein reflect this community of varied, comprehensive interests.

Our workshop session was facilitated by Management Consultant Jeffery Nutting. Mr. Nutting has worked in Municipal Management for more than 30 years. Mr. Nutting  
*Draft August 2015 Town of Falmouth Strategic Plan 2016-2020 – Draft*



recognized that Falmouth, *"is a leader among Massachusetts communities"* by (1) having a strategic plan and by (2) updating our plan annually. Mr. Nutting expressed his appreciation of the positive energy of the Town of Falmouth's Board of Selectmen and the Board's commitment to high quality work. He noted that *"Falmouth is the only community I will give up a Saturday morning in the summer for."* Mr. Nutting recognized that it is clear to an observer that Falmouth's Strategic Plan allows Falmouth's staff and management to accomplish priorities in a timely way allowing the Board to focus on its appropriate role(s). Mr. Nutting complimented the Board for the work it does, how it comes together respectfully, even when members disagree.



In this five year plan, the Board has established broad policy areas. The goals of each Town Department are expected to be regularly updated and to address all programs and services of our community. Acting through the Town Manager, the Board will communicate its expectations to the Department, Board, Committee or Commission involved in achieving the policy objective. The Board expects that over the course of the five-year planning period, additional goals may be added during plan review or as updated annually as progress is reported by advisory committees and staff.

This year as the Board began general review of individual board member goals it became clear to the Board that there are two additional areas of specific focus in the next five years. First, the Board adopted a new Strategic Planning priority area for "Health and Public Safety, to accommodate specific goals for community response to further develop our Flood Hazard Resiliency Plan, respond to Substance Abuse/Opiate Addiction and related problems, and create a consolidated communications center.

Following a comprehensive discussion of land use planning, housing, permitting and related town wide community decision making, the Board voted to establish a goal to create a department of "Community Development" and create a position of "Director of Community Development" to help provide leadership and oversight and to develop a thoughtful, comprehensive approach to all areas relative to community development, involving all appropriate town departments, offices and committees.



The Falmouth Board of Selectmen affirmed its five Strategic Priority areas for the 2020 planning horizon:

- 1. Financial and Economic Stability  
and Community Development
- 2. Coastal Resources and Beaches
- 3. Resource Conservation and Management
- 4. Water and Wastewater Management
- 5. Health and Public Safety

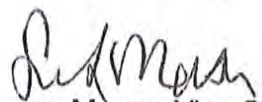
The members of the Board recognize that its strategic priorities do not address every area of service provided by the Town of Falmouth. The core values, established for strategic planning purposes, in no way diminish the value and importance of all of the services provided by Falmouth's Departments and Divisions. In fact, these strategic priorities will touch all staff members and citizens as the Board begins to implement its objectives, and will serve as the foundation for the administration of Town government and delivery of services.



It is our hope that all decision makers, including staff, boards and committees, will embrace these priorities and take positive steps toward achieving our strategic vision for the planning period of Fiscal 2016-2020

Falmouth Board of Selectmen,

  
Doug Jones, Chairman

  
Susan Moran, Vice Chairman

  
Mary Pat Flynn

  
Rebecca Moffitt

  
Samuel Patterson

Adopted: September 14, 2015



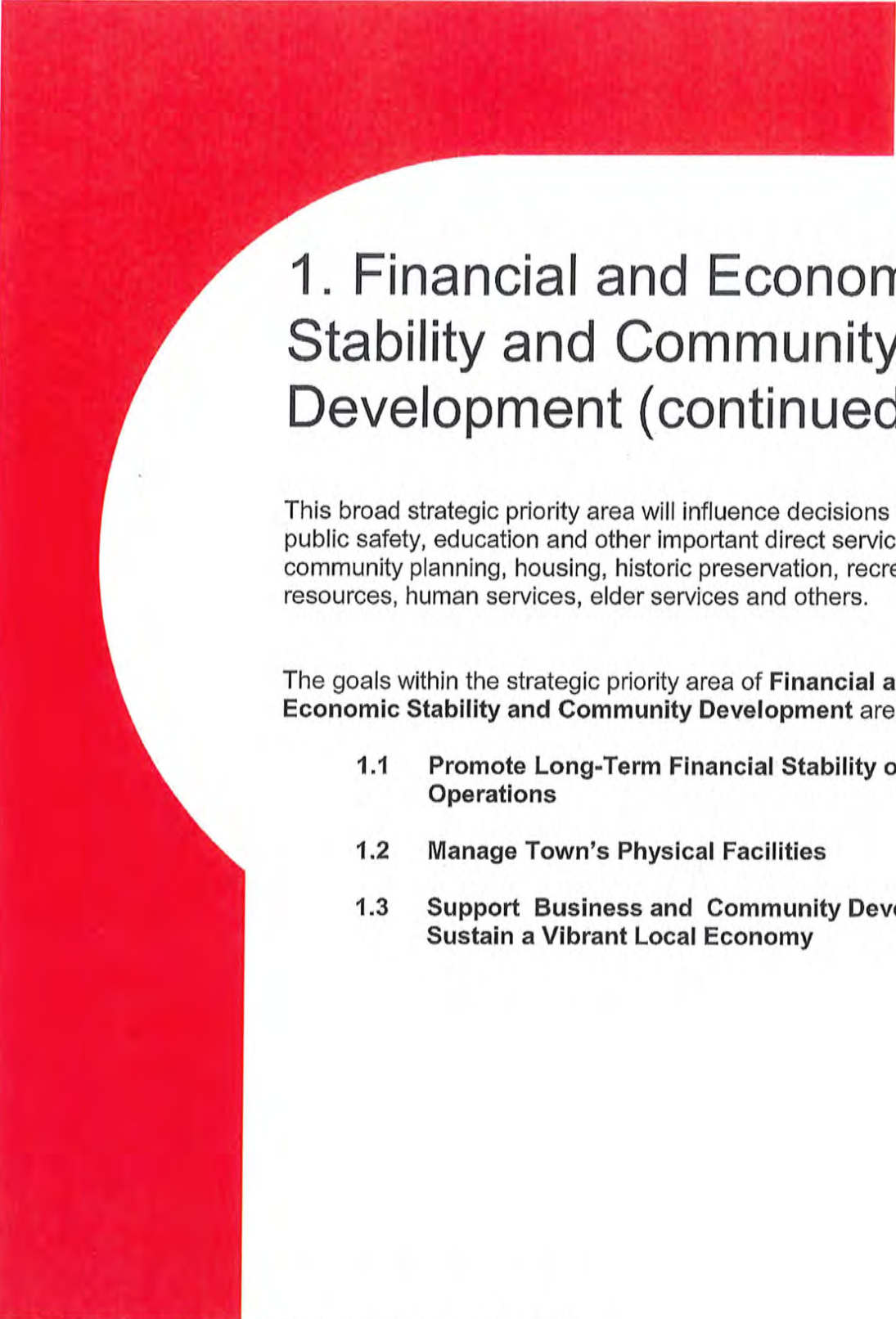
# 1. Financial and Economic Sustainability and Community Development

In this five-year planning period the fiscal health of our operations and community remains a strategic priority for the Town of Falmouth. The Board of Selectmen has included Community Development with our fiscal goals, understanding that a healthy, vibrant and diverse local economy is integral to our fiscal health.

Among the Town's Financial Goals are to sustain and improve our High Aa+ Bond Rating, support financial leadership by working closely with the Town Manager and the Finance Department and to submit a Comprehensive Annual Financial Report (CAFR) within this five-year planning period. The Town's Capital needs remain the most pressing fiscal concern.

In this planning period, the Town will begin to see the result of budget policies adopted in recent years as well as modest local economic growth resulting from our work in community development and overall positive economic trends. With the great work of Policy leaders and Town Departments the outlook for the next five years is stable. While the Board expects to continue to see some improvement in capital programs, the operations of the town will have to be flexible, creative and efficient to offer sustainable operations into the future.















# 1. Financial and Economic Stability and Community Development (continued)

This broad strategic priority area will influence decisions made about public safety, education and other important direct services such as community planning, housing, historic preservation, recreation, visitor resources, human services, elder services and others.



The goals within the strategic priority area of **Financial and Economic Stability and Community Development** are to:

- 1.1 **Promote Long-Term Financial Stability of Town Operations**
- 1.2 **Manage Town's Physical Facilities**
- 1.3 **Support Business and Community Development to Sustain a Vibrant Local Economy**

Action Step	1.1 Promote Long-Term Financial Stability of Town Operations					Responsible
	2016	2017	2018	2019	2020	
<b>1.1.1 Review and Publicize Long-Term Capital Plan</b>	<i>Review, Publicize and Promote Funding Strategy for Mid-Range Capital Needs including an updated road management plan by 2016-2017</i> 					Board of Selectmen  Finance Committee
<b>1.1.2 Develop New Service Delivery Options</b>	<i>For example, develop rental registration, fire and security alarm registration programs to facilitate quality rentals and generate revenue to support needed inspectional services including expedited permitting for LPSSA</i> 					Town Manager
<b>1.1.3 Prepare and Submit a Comprehensive Annual Financial Report for Fiscal Year 2019</b>						Town Manager Finance Director
<b>1.1.4 Continue Program Budgeting and Move Toward Full Costing of Services</b>	<i>Costing of Services Goal by 2017</i> 					Town Manager Finance Director

Action Step	1.2 Manage Town's Physical Facilities					Responsible
	2016	2017	2018	2019	2020	
1.2.1 Complete Consolidation of Town Offices & Construction at Town Hall						Board of Selectmen Town Manager
1.2.2 Continue Collaboration with School Department/Efficiency Upgrades						Board of Selectmen Town Manager School Superintendent School Committee
1.2.3 Select Site for New Senior Center						Board of Selectmen Town Manager Council on Aging
1.2.4 Design and Construct new Senior Center						Board of Selectmen Town Manager School Department
1.2.5 Manage Municipal Golf Operations – Fund Irrigation Design Club House Review Lease at 5 year Renewal						Board of Selectmen & Town Manager



Action Step	1.3 Support Business and Community Development to Sustain a Vibrant Local Economy	Responsible
	<div> <div>2016</div> <div>2017</div> <div>2018</div> <div>2019</div> <div>2020</div> </div>	
<b>1.3.1 Create Department of Community Development and position of Community Development Director</b>	<i>Improve coordination of Planning, Permitting, Preservation Services</i>  	Town Manager
<b>1.3.2 Address Parking/Traffic/ Management/ Needs Assessment identify opportunities</b>		Board of Selectmen & Planning Board




## 2. Coastal Resources and Beaches

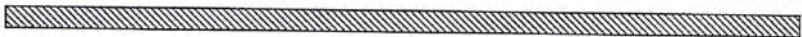




Falmouth's waterfront amenities and natural and improved coastal resources are the cornerstone of our cultural identity and financial foundation. The Board of Selectmen's decision-making will be guided by the principle that clean and welcoming coastal resources and our marine environment are core values. The resiliency of our coast is a driver of our Strategic Plan and community decision making process.




The Board has developed a series of priorities for the 2016-2020 planning period, and the goals of the **Coastal Resources and Beaches Strategic Priority** are to:

- 2.1 **Develop a Strategy for Coastal Resiliency**
- 2.2 **Improve the Quality of Beach, Wetland, Estuarine and Other Coastal Resources**
- 2.3 **Improve Waterways and Coastal Infrastructure**

Action Step	2.1 Develop Strategy for Coastal Resiliency	Responsible
	<div> <div>2016</div> <div>2017</div> <div>2018</div> <div>2019</div> <div>2020</div> </div>	
2.1.1 Develop a Plan for Coastal Resiliency		Planning Board Conservation Commission Town Manager



Action Step	2. 2 Improve the Quality of Beach, Wetland, Estuarine and Other Coastal Resources	Responsible
	<div> <div>2016</div> <div>2017</div> <div>2018</div> <div>2019</div> <div>2020</div> </div>	
<b>2.2.1 Implement Municipal Shellfish Management Plan</b>		Board of Selectmen Town Manager
<b>2.2.2 Explore and Pursue Aquaculture Strategy for Coastal Ponds</b>		Town Manager
<b>2.2.3 Maintain Conservation Permits &amp; Order of Conditions for Annual Beach Maintenance</b>	<i>Sustain and Implement Existing – plan for and obtain permits</i>  	Town Manager
<b>2.2.4 Develop Beach Improvements and Ten Year Beach Management Plan</b>		Beach Committee Planning Board Conservation Commission Town Manager

Action Step	2. 3 Improve Waterways and Coastal Infrastructure					Responsible
	2016	2017	2018	2019	2020	
<b>2.3.1 Sustain &amp; Permit Dredging Plans for Channels and Harbors</b>						Waterways Committee Conservation Commission
<b>2.3.2 Prioritize and Plan for Needs of Aging Coastal Structures; Docks, Ramps and Retaining Structures</b>  Joint Workshop Fall 2016						Board of Selectmen Waterways Committee Conservation Commission
<b>2.3.3 Prioritize, Plan and Manage Needs of Non-Waterways Coastal Structures, Such as Parking Areas, Bridges and Other non-Waterways Retaining Structures</b>						Town Manager




### 3. Resource Conservation and Management


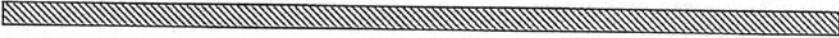

It is the Board's desire for all Town Departments, Advisory Boards, Committees and Commissions to develop efficient and effective services that reduce our community's reliance on non-renewable resources, ever mindful of our need to sustain operations within our existing fiscal effort.


The Board priorities for the 2016-2020 planning period and the goals of **Resource Conservation and Management** are:

- 3.1 **Implement Energy Conservation Measures**
- 3.2 **Alternative Energy Sources**
- 3.3 **Solid Waste Management**



Action Step	3.1 Implement Energy Conservation Measures	Responsible
	<div> <div>2016</div> <div>2017</div> <div>2018</div> <div>2019</div> <div>2020</div> </div>	
3.1.1 Continue ESCO Program		Town Manager

Action Step	3.2 Alternative Energy Sources					Responsible
	2016	2017	2018	2019	2020	
3.2.1 Resolve Litigation, Apply for Special Permit, and Operations of Municipal Wind Energy Facility						Board of Selectmen Town Manager
3.2.2 Explore & Implement Municipal Sites for Alternative Energy						Energy Committee EDIC
3.2.3 Explore Public and Private Partnerships for Renewable Energy						EDIC Board of Selectmen

Action Step	3.3 Solid Waste Management	Responsible
	<div> <div>2016</div> <div>2017</div> <div>2018</div> <div>2019</div> <div>2020</div> </div>	
3.3.1 Explore Options for Upper Cape Regional Transfer Station		Town Manager Board of Selectmen Inter-Municipal
3.3.2 Evaluate Waste Management and Collection Methods and Options		Board of Selectmen
3.3.3 Re-Bid and Evaluate Solid Waste Collection and Recycling Contract		Town Manager Solid Waste Committee
3.3.4 Enhance and promote efforts to increase recycling including fee for services		Board of Selectmen Town Manager

## 4. Water and Wastewater Management





By comprehensively and effectively managing our water and wastewater needs and operating systems, Falmouth will improve water quality, protect public health, and enhance the Town's economic vitality. If managed and planned for properly, we can offer our residents, visitors and future generations healthy water and will sustain property values and our vibrant economy.





This planning period will focus on the construction and management of both the Little Pond Sewer Service System and a new Water Filtration Plant. These systems planned for more than twenty years will improve coastal and potable water quality and will require necessary increases in staffing and resources to support operations. The careful implementation of these programs and ongoing quality control will be the hallmark of the long term success of these important water quality projects.

During this planning period the Board of Selectmen's strategic goals for **Water and Wastewater Management** are:

- 4.1 Implement and Monitor the Town of Falmouth's Water Quality Management Plan**
- 4.2 Ensure Continual Supply of Quality Drinking Water**



Action Step	4.1 Implement The Town of Falmouth's Water Quality Management Plan					Responsible
	2016	2017	2018	2019	2020	
4.1.1 Manage and Evaluate the Implementation of CWMP and construction of sewer service area						Town Manger Water Quality Management Committee
4.1.2 Support Staffing Initiatives to assist property owners in the LPSSA						Board of Selectmen Town Manager
4.1.3 Implement, Develop and Promote Funding Plan for CWMP						Board of Selectmen
4.1.4 Develop Long Range Plan for other Coastal Ponds and Waterways utilizing learned knowledge from CWMP						Board of Selectmen

Action Step	4.2 Ensure Continual Supply of Quality Drinking Water					Responsible
	2016	2017	2018	2019	2020	
4.2.1 Manage Construction of Water Filtration System						Town Manager Board of Selectmen
4.2.2 Continue to Monitor Water Quality in Long Pond						Town Manager Board of Selectmen
4.2.3 Examine/Revise Fee Structure for provision of drinking water						Town Manager Finance Director
4.2.4 Explore Enterprise Account for Water System						Finance Director Finance Committee Town Manager


## 5. Health and Public Safety


Public Health and Safety are fundamental governmental functions. In this planning area the Board will develop goals to address town wide issues of concern including Emergency Hazard Resiliency and Emergency Planning, a coordinated response to the Opiate Use epidemic in our Nation and Town and will focus on efforts to efficiently use our limited staffing and budgetary resources to sustain high quality public safety in the Town of Falmouth.



During this planning period the Board of Selectmen's strategic goals for **Health and Public Safety** are:

- 5.1 Develop Policy Plan for Interdepartmental response to Substance Abuse Crisis—specifically opiate abuse.**
- 5.2 Develop and Improve Hazard Resiliency through Local Emergency Planning**
- 5.3 Consolidate Dispatch Services**



Action Step	5.1 Develop Policy Plan for Intradepartmental response to Substance abuse crisis					Responsible
	2016	2017	2018	2019	2020	
5.1.1 Plan Development						Town Manager Police Chief, Fire Chief Falmouth Schools

Action Step	5.2 Develop and Improve Hazard Resiliency through Local Emergency Planning					Responsible
	2016	2017	2018	2019	2020	
5.2.1 Planning						Town Manager Board of Selectmen Emergency Operations Director/Fire Chief Falmouth Schools

Action Step	5.3.1 Consolidate Dispatch Services					Responsible
	2016	2017	2018	2019	2020	
5.3.1 Impact Bargaining						Town Manager Board of Selectmen
5.3.2 Construction						Town Manager Board of Selectmen



## **LONG RANGE PLAN – BOARD OF SELECTMEN 2016 UPDATE**

### **MISSION STATEMENT**

The government of the Town of Sandwich will provide the public with the highest, most efficient and effective level of service with the resources available in a manner that exemplifies honesty, integrity and a commitment to public service while honoring our rich history, protecting our environment and responsibly planning for our future.

### **SUMMARY OF LONG RANGE PLAN**

The purpose of the Long Range Plan (LRP) is to annually project the future needs of the Town and identify the primary issues and projects on which the Town will focus, and to report this to Town Meeting (Section 4.2.5(i) of Town Charter). The vision that forms the basis for the LRP is articulated in detail in the Local Comprehensive Plan (LCP) approved by Town Meeting in May 2009. The document below is long range in the sense that it takes us further than just one budget cycle. It is meant to define the next few steps of the journey to the vision set forth in the LCP and the other planning documents identified in the Attachments below. The Board of Selectmen and Town Meeting have already initiated many of these efforts, with progress continuing to be made on many fronts. Several of the items found in the Action Plan will also be voted on at the May 2, 2016 Annual Town Meeting and are addressed in the recommended FY'17 budget.

### **INTRODUCTION**

Guiding principles followed in developing the LRP include:

- Adequate staffing takes precedence over new buildings
- Realistic limitations of a large population & small tax base need to be considered
- Proposition 2.5 funding limitations need to guide wage / compensation packages
- Funding sources & tax impacts of proposed actions will be identified during the planning phase

**ACTION PLAN**

(\* = proposed action item leader)

**1. Improved Delivery of Existing Services**

- a. Fully complete consolidation & unification of financial systems with School & Town with activation of new Assessing Department software program – July 2016 - Finance Director\*, Director of Assessing
- b. Outline & prioritize General Government staffing & reorganization implementation plan – 2016 & Beyond – Board of Selectmen & Town Manager\*
  - i. Continue to assess effectiveness of delivery of services when vacancies occur & make appropriate organizational changes when prudent
  - ii. Prioritize new positions & organizational changes needed to improve the delivery of General Government services and address staffing shortfalls
- c. Continued review of Pay-As-You-Throw Program – 2016 & Beyond – Director of Public Works\*
  - i. Continue full fee for service operations and recommend fees changes, when appropriate – May 2016 & Beyond
  - ii. Work with Upper Cape towns to determine future use of Upper Cape Regional Transfer Station on Joint Base Cape Cod – 2016 & Beyond
- d. Determine any potential fulfillment of Sandwich Hollows Recreation Master Plan – 2016 & Beyond – Town Manager's Office\*, Recreation Director, Golf Director
- e. Continue prioritization of Tax Title Redemption & Foreclosure Process – 2016 & Beyond with Latest Update July 2016– Board of Selectmen, Town Treasurer/Collector\*
- f. Continue Substance Abuse Prevention Committee efforts locally, with particular attention paid to MMA Model Program, & continue to play a lead role in regional efforts– 2016 & Beyond – Substance Abuse Prevention Committee\*, Barnstable County, Board of Selectmen, School Committee, Public Health Nurse
- g. Continue to support the STEM Program & Project Lead-The-Way Efforts – 2016 & Beyond – School Committee\*, Superintendent of Schools
- h. Work cooperatively with Town staff, Departments, School Committee and School Administration, to discuss future needs, funding priorities, services, and how changing demographics will impact future budgets, services, and capital needs – 2016 & Beyond – Board of Selectmen\*, School Committee & Department, Town Staff, Finance Committee, Capital Improvement Planning Committee

- i. Convene a summit of stakeholders to analyze current and projected demographics, assess resources and upcoming needs, develop achievable goals, and begin discussions about future priorities related to any changing demographics – June 2016
  - ii. Follow through with additional meetings to develop a consensus plan for implementing any recommended strategies for transition or reapportionment of resource allocation – Summer/Fall 2016
  - iii. Explore and recommend various funding approaches designed to meet goals and long-range capital needs with the least impact on taxes - Summer/Fall 2016
  - iv. Keep budget review process and timeframes to be in compliance with the Town Charter
- i. Continue review & implementation of relevant recommendations from Beach Management Plan & enforce dune protection efforts – 2016 & Beyond – Recreation Director\*, Natural Resources Director, Director of Public Works, Public Facilities Director

## **2. Capital Asset Management**

- a. Lead funding effort for new public safety planning proposal– 2016 ATM – Board of Selectmen\*, Public Safety Planning Group, Consultants
  - i. Develop plan on future use, sale, etc. of public safety properties being replaced by new facilities – 2016 & Beyond
  - ii. Complete & monitor implementation of public safety civilian dispatch locally – FY'16 & FY'17
  - iii. Continue to participate in ongoing discussion about regional efforts for joint 911 dispatch services for Barnstable County – 2016 & Beyond – Board of Selectmen, Town Manager, Chief of Police, Fire Chief
- b. Public roads and public infrastructure improvements & recommend the continuation of Selectmen's 5-year road funding plan – 2016 & Beyond – Board of Selectmen, Director of Public Works
  - i. Lobby Governor & State House for additional Ch. 90 appropriations & more timely release of approved Ch. 90 funds – 2015 & Beyond
  - ii. Provide sufficient additional funding to DPW Budget to maintain roads & infrastructure at higher standard once larger-scale improvements have been completed
  - iii. Continue private road taking process for action at 2016 & future Annual Town Meetings
- c. Continue to study & educate ourselves on the Special Purpose Infrastructure Stabilization Fund to address appropriate capital needs, consider all funding mechanisms &

timing to be determined – 2016 & Beyond – Board of Selectmen\*, Town Manager's Office, Finance Director

d. Determine final recommendation to present to the public on future of Henry T. Wing School & seek appropriate Town Meeting action & funding– 2016 & Beyond – School Committee\*

i. Present final recommendation on Henry T. Wing School to the public after exploring private use of the building & seek appropriate Town Meeting action– 2016 & Beyond – Board of Selectmen, Capital Improvement Planning Committee, Consultants

e. Follow-up on Long Range Capital Plan (LRCP) & recommendations presented to Board of Selectmen – 2016 & Beyond – Board of Selectmen\*, School Committee, Finance Committee, Capital Improvement Planning Committee

i. Consider warrant article(s) to fund relevant portions of the LRCP – 2016 & Beyond

ii. Draft an Updated LRCP – 2017 & Beyond – Town Manager\*, CIPC

f. Complete construction project for Clark-Haddad Building when funding provided by 2016 Annual Town Meeting & continue review of future of Deacon Eldred House with Consultant report & input to determine course of action, such as funding – Board of Selectmen, Capital Improvement Planning Committee, Community Preservation Committee, Consultants – 2016 & Beyond

g. Work with Recreation Department, Recreation Committee, appropriate consultants, and public to re-establish a new skate park facility & fund accordingly at Town Meeting or through appropriate funding mechanism – 2017 – Recreation Director\*, Recreation Committee, Facility Users

h. Submit an updated plan to the Selectmen to expand the delivery of senior & social services for capital & staffing needs and to fund needs accordingly – Council on Aging Director\*, Public Health Nurse – 2016 & Beyond

### **3. Economic Development (Commercial Tax Base Growth & Job Creation)**

a. Continue to achieve Comprehensive Water Resources Management Plan (CWRMP) milestones – per wastewater consultant's schedule – 2016 & Beyond – Health Director\*, Water Quality Advisory Committee, Wastewater Consultant

i. Finalize CWRMP by July 1, 2017 deadline

ii. Proceed with recommendations of draft CWRMP & Interim Solutions Plan and implement appropriate action items, where possible – 2016 & Beyond

iii. Continue active participation in Barnstable County Section 208 planning efforts, including the establishment of bookends as solutions, & implement watershed recommendations where possible, while representing the interests of the Town of



Sandwich, including participation in any initial pilot projects with neighboring communities – 2016 & Beyond

iv. Educate public on Federal and State Section 208 requirements and consequences of inaction with assistance from Cape Cod Commission & Water Quality Advisory Committee – 2016 & Beyond

v. Work with relevant private developers in meeting local CWRMP goals & regional Section 208 requirements, requiring them to pay their fair share of wastewater infrastructure improvements & operations – 2016 & Beyond

b. Make appropriate decision on South Sandwich Village Center (SSVC) P&S process, work with developer & CCC to determine compliance with P&S, and determine what, if any, future actions to take if developer does not proceed – June 2016 & Beyond, if Proceeding

c. Continue to foster positive working relations with NRG ownership of Canal Station power plant and assist NRG with solar project & proposed Unit #3 projects and related infrastructure efforts – 2016 & Beyond – Town Manager\*, Director of Assessing, Town Planner, Town Meeting

i. finalize Host Community Agreement & Tax Valuation Agreement on new Unit #3

ii. prudently plan for how any future New Growth revenue associated with Unit #3 is utilized, insuring funding within Proposition 2.5 limits is not used for future debt projects

d. Continue to focus on economic development efforts – 2016 & Beyond – Board of Selectmen, Town Manager's Office, Planning & Economic Development Director\*, Director of Assessing, Sandwich Economic Initiative Corporation

i. Explore any economic development opportunities with Cape Cod Commission (CCC) – 2016 & Beyond – Town Manager's Office, Appropriate Town Staff

ii. Continue MassDevelopment master planning effort for Town Marina and adjoining property with relevant stakeholders, including Army Corps of Engineers, NRG Canal – 2016 & Beyond

e. Continue to explore infrastructure improvement efforts for enhanced economic development, considering all of the legal options available on a local, regional, state, and federal basis, including Water & Wastewater Infrastructure Fund implementation – 2016 & Beyond

#### **4. Preserve and Protect Historic Character and Natural Resources**

a. Continue extensive efforts to address beach erosion issues & lobby county, state, federal officials accordingly – 2016 & Beyond – Board of Selectmen, Town Manager, Natural Resources Director\*, Woods Hole Group

- i. Continue active participation with Army Corps of Engineers on active Section 111 & future Section 204 studies, various permitting & funding efforts – 2016 & Beyond
  - ii. Lobby state & federal officials for access to future sources of sand & proceed with Coastal Zone Management grants to permit nearshore sediment borrow source for future renourishment efforts – 2016 & Beyond
  - iii. Continue to work with federal and state delegation to secure additional appropriated funding for completion of fully permitted Beach Renourishment Project, including release of remaining State Environmental Bond Bill funds & maximizing potential Section 111 federal funding amount – 2016 & Beyond
  - iv. Work with federal and state delegation to secure funding for future completion of Old Harbor Inlet Stabilization Project – 2016 & Beyond
- b. Warrant articles for Community Preservation Committee recommendations with Selectmen pre-authorization prior to submission of Town-related & owned requests, particularly with limited funding available – 2016 & Beyond – Board of Selectmen\*, Community Preservation Committee
- c. Meet with Sandwich Housing Authority to discuss progress on George Fernandes Way expansion project & ways to address Sandwich Affordable Housing Plan; continue joint efforts with Habitat for Humanity to construct home(s) in Sandwich, – Summer 2016 & Beyond – Board of Selectmen, Sandwich Housing Authority\*
- d. Continue to review open space purchase priority list, particularly if large, desirable parcels become available – 2016 & Beyond – Board of Selectmen, Natural Resources Director\*, Conservation Commission, Community Preservation Committee

### **ATTACHMENTS**

Many of the action items and concepts expressed above are also addressed with much more specificity in numerous documents like the Local Comprehensive Plan, our annual multi-year financial projections, and various planning documents covering specific issue areas. A listing of all these documents – and the documents themselves – can be found on the Town's website ([www.sandwichmass.org](http://www.sandwichmass.org)) or viewed at the Office of the Board of Selectmen & Town Manager, Town Hall, 130 Main Street, Sandwich, MA 02563.

## **FY 2015-FY 2016 Board of Selectmen Goals**

### **1) LONG RANGE FINANCIAL/STRATEGIC PLANNING & SUSTAINABILITY \***

- a) Work with Long Range Planning Committee to update existing multi-year financial plan while also considering opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans
  - *Deliverable – The Chair will provide an update to the Board of Selectmen following meetings of the Long Range Planning Committee*
  - *Deliverable – Work to inform the public about the projected timeline of future overrides and debt exclusions*
- b) Continue pursuit of regionalization opportunities, remaining open to new opportunities as they present themselves
  - *Deliverable – Follow up on areas that currently include veterans' services, technology, transportation, and the expansion of mutual aid agreements*
- c) Work with legislators and other communities for a more equitable distribution of state resources
- d) Identify and communicate the Town's legislative priorities to the local delegation
  - a. Priorities to include working with utility companies to explore system upgrades and better coordination amongst varying utilities
  - b. Work to see that MassDOT's commitment to a successful East Arlington Mass. Ave. rebuild is maintained throughout the project
  - c. Continue to urge state leaders for a solution the Minuteman School Building issue that is led by the Commonwealth (DESE)
- e) Work with the Budget and Revenue Taskforce to identify potential financial impacts of future building projects at the Ottoson, Stratton, Arlington High School and Minuteman Regional High School
- f) Review progress made regarding recently adopted water/sewer rate structure and billing plan

### **2) CAPITAL PROJECTS AND MAINTENANCE**

- a) Public safety buildings – (Community Safety Building envelope – FY2013 )
  - *Deliverable – Work with Town Manager and PTBC to complete this phase of the project and review a post project analysis to be developed by the Town Manager and the PTBC*
- b) Public safety buildings – (Central Fire Station – FY2015)
  - *Deliverable – Begin construction portion of project in FY2015*
- c) Finalize an inventory of publicly owned parcels that identifies jurisdictional issues and establishes parcel boundaries and investigate inclusion of data within the Town's GIS database
  - *Deliverable – Finalize and review parcel listing*
- d) Work with newly created Facility Maintenance Committee and support its efforts of advising the Town Manager on building needs and budget constraints as they relate to town owned facilities
- e) Finalize process of determining proper future use of 1207 Massachusetts Avenue
- f) Monitor progress of the Stratton School Building Committee and provide support as appropriate
- g) Monitor the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan

### **3) LONG RANGE COMMUNITY PLANNING, LAND USE, COMMUNITY DEVELOPMENT, AND TOURISM**

- a) Work with Town Manager and Director of Planning & Community Development on Master Plan and continue to promote participation throughout the process
  - *Deliverable – Review and consider the final Master Plan report*
- b) Work with ATED to review the committee's priorities and help develop a sustainable model through which these priorities can be achieved
- c) Work to support efforts focused on economic development, business retention, and tourism through working with the Economic Development Planner
- d) Monitor the potential development of the Mugar property and conserve the wetlands contained therein

- e) Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington
- f) Work with the Cemetery Commission and ARB to explore cemetery expansion opportunities
- g) Work with Town Manager and other stakeholders on identifying land for storm debris and snow storage
- h) Communicate and coordinate with neighboring communities to identify issues that have regional impacts, the following included:
  - Work with Cambridge, Somerville, and the MWRA to eliminate all CSO discharges into the Alewife Brook within the next 20 years. Uphold Town Meeting vote to restore Alewife Brook to a Federal Class B waterway
  - Work with DCR and MassDOT on Alewife Greenway to protect the Town's interests and ensure that appropriate state agencies uphold their commitment to maintenance and vegetation management

#### **4) TRANSPORTATION AND PARKING**

- a) Continue to communicate and work with residents, businesses and relevant agencies to move Mass. Ave. corridor project forward
- b) Review and act upon Arlington Center parking policy with a focus on enhancing customer service and increasing the vitality of the Arlington Center commercial district
- c) Review parking regulations in East Arlington while considering options for management of neighborhood parking and the relevant impacts of street cleaning schedules and commuter parking
- d) Continue working with the Route 128 Business Council on regional transportation opportunities and investigate increased cooperation with the Lexpress service
- e) Review, monitor and evaluate hackney licensing processes on an annual basis
- f) Work with ABAC and TAC to promote and encourage multimodal transportation in Arlington and support corresponding infrastructure improvements throughout Town
- g) Develop parking regulation strategy for Mt. Pleasant Cemetery

#### **5) PUBLIC COMMUNICATIONS AND CUSTOMER SERVICE**

- a) Continue exploring options for customer service enhancement including enhanced use of website and Request/Answer Center.
- b) Receive quarterly reporting from the Request/Answer center with a focus on volume and response time. How long before request is acknowledged? Also monitor long term unanswered requests
- c) Develop Selectmen's Policy Handbook and/or investigate what currently exists in a similar fashion
- d) Work with Town Manager and Public Information Officer to investigate traditional and alternative means to enhance public communication
- e) Continue to enhance accessibility and transparency of Board of Selectmen proceedings through the integration of technology
- f) Implement electronic packets for the Board of Selectmen and develop appropriate policies and procedures

*\*Sustainability – "Sustainability is the ability of communities to consistently thrive over time as they make decisions to improve the community today without sacrificing the future" – Tad McGalliard, ICMA*



## **FY 2015-FY 2016 Town Manager Goals**

### **1) FINANCIAL AND OPERATIONAL EFFICIENCY**

- a) Work with Board of Selectmen and other Town officials to update and monitor the existing multi-year financial plan while researching and developing opportunities to reduce the Town's structural deficit in preparation for future multi-year financial plans
  - *Deliverable – Prepare multi-year planning analysis for presentation to key stakeholder groups*
- b) Continue to evaluate current methods of delivering various services to ensure that the most productive, cost efficient method is used
- c) Continue to work with legislators and other communities for a more equitable distribution of state resources
- d) Continue to pursue grant funding and other revenue enhancing opportunities
- e) Continue to investigate regionalization initiatives that provide both financial incentives and service delivery improvement to Arlington residents.
  - *Deliverable – Follow up on areas that currently include veterans' services, technology, transportation, and the expansion of mutual aid agreements*
- f) Investigate possibility of Innovation Award Program, to award employees who propose cost saving measures for their department
- g) Continue the progress that has been made in developing a performance management program through the grant awarded by the Collins Center
- h) Work with the Budget and Revenue Taskforce on identifying financial impacts of future building projects at the Ottoson, Stratton, Arlington High School and Minuteman Regional High School.
- i) Continue managing process of implementing new water and sewer rate structure along with changes to billing frequency

### **2) CAPITAL PROJECTS**

- a) Manage Community Safety Building Repairs (FY 2013)
  - *Deliverable – Work with the PTBC to complete this phase of the project and develop a post project analysis with the PTBC for review by the Board of Selectmen*
- b) Manage Central Fire Station Construction (FY 2015)
  - *Deliverable – Complete building project on schedule and on budget*
- c) Develop an inventory of publicly owned parcels that identifies jurisdictional issues and parcel boundaries
  - *Deliverable – Finalize creation of inventory and provide to the Board of Selectmen for review*
- d) Work with newly created Facility Maintenance Committee on maintenance budgeting for the Town owned buildings
- e) Monitor progress of the Stratton School Building Committee and provide support as appropriate
- f) Work with the Board of Selectmen to determine the future use of the property located at 1207 Massachusetts Avenue
- g) Work with the Director of Public Works to manage the implementation of Mt. Pleasant Cemetery improvements as outlined within the capital plan

### **3) PLANNING, LAND USE, COMMUNITY DEVELOPMENT, AND TRANSPORTATION**

- a) Work with the Board of Selectman, Redevelopment Board, and Planning and Community Development Department to continue the progress to date on the Master Planning process
- a) Continue to work with Selectmen regarding comprehensive commercial district parking study
  - *Deliverable – Provide Board of Selectmen with Arlington Center Parking proposal for their action*

- b) Work with ATED and the Economic Development Officer to further economic development, business retention, and tourism
- c) Continue working with residents, businesses and relevant agencies to begin improvements to Mass Ave. corridor.
- d) Work to monitor potential development of the Mugar property and conserve the wetlands contained therein
- e) Work with the Board of Selectmen to review parking regulations in East Arlington while considering options for management of neighborhood parking and the relevant impacts of street cleaning schedules and commuter parking
- f) Continue to work with the Arlington Commission on Arts and Culture to support promotional opportunities for arts and culture in Arlington
- g) Work with ABAC and TAC to promote and encourage multimodal transportation in Arlington and support corresponding infrastructure improvements throughout Town
- h) Work with appropriate Town departments to identify site for temporary debris and snow storage
- i) Work with the Board of Selectmen and the Cemetery Commission to develop parking regulation strategy for Mt. Pleasant Cemetery

#### **4) INFORMATION TECHNOLOGY**

- a) Work with the Director of Information Technology to implement the 3 year IT Strategic Plan
  - *Deliverable – Implement plan*
- b) Work with departments to implement online bill payments
  - *Deliverable – Complete implementation of online bill paying*
- c) Work to integrate newly established GIS data and mapping tools into departmental operations
  - *Deliverable – Demonstrate integration of GIS tools into departmental operations*
- d) Implement wireless internet access in the Board of Selectmen's Office and Chambers

#### **5) PUBLIC COMMUNICATION AND CUSTOMER SERVICE**

- a) Work with the Director of Information Technology and Public Information Officer to investigate the upgrade and integration of the Town's Request/Answer Center with the anticipated GIS system if appropriate
- b) Work with Public Information Officer to continue to investigate the integration of social media into daily as well as emergency communications
- c) Work with Public Information Officer to further develop uses of traditional media to communicate with public

#### **6) ENERGY EFFICIENCY/SUSTAINABILITY**

- a) Continue work with the Energy Working Group, leveraging Arlington's designation as a Green Community, to improve the Town's energy efficiency.
- b) Work with the Regional Energy Manager and the Energy Working Group to move forward with installing solar panels on town and school buildings and town property
  - *Deliverable – Provide Board of Selectmen and School Committee with presentation in regard to planned solar projects and move forward with project implementation*
- c) Work with the Energy Working Group to plan for expenditure of the remaining balance in the \$200,000 energy efficiency fund as approved by the 2012 Town Meeting
  - *Deliverable – Building upon success of initial expenditures, continue to use energy audit and other pertinent information to plan projects which have both financial and environmental benefits to the Town*

#### **7) ORGANIZATIONAL**

- a) Begin bargaining with bargaining units for successor agreements to begin in FY2016
- b) Continue to recruit and hire qualified, professional, and excellent employees at all levels of the organization



## **FY2016 Board of Selectmen Goals**

# Four Goals

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# Goal #1

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## Ensure fiscal sustainability

### Initiatives

- Monitor financial metrics
  - Fund balance, debt, capital, quarterly department budget reviews
- Manage debt and long-term liabilities
- Promote long-term economic development
  - Mitigate residential tax burden
- Identify and pursue opportunities to assist neediest in our community

## Goal #2



**Maximize asset  
utilization and  
ensure facilities  
are suitable**

### Initiatives

- Implement harbor-area warrant articles approved by Town Meeting
- Assess and prioritize Town facility needs
  - Develop options to meet needs
  - Determine cost and financing of options
- Design and obtain cost estimates for North Fire Station renovation
- Complete Barnes Wharf lease
- Complete Whitney Wharf Bridge
- Explore affordable housing opportunities on Town-owned land

## Goal #3

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**Deliver services  
efficiently and  
effectively**

### Initiatives

- Complete Aquarion litigation and determine next steps
- Identify and assess cost savings opportunities
- Renew Sewer Consolidation Agreement
- Receive report from Plymouth County Study Committee
- Explore opportunities to further codify TA responsibilities
- Evaluate committee structures for possible efficiencies



## Goal #4

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### Promote general welfare and stewardship

#### Initiatives

- Promote environmental sustainability
  - Aquifer and water supply
  - Energy
  - Recycling
- Leverage website and social media for communications
- Determine next steps for Hingham Substance Abuse Prevention Coalition
- Re-establish Town Forum
- Adopt Board of Selectmen Code of Conduct
- Conduct Ethics and Conflict of Interest training for all employees and volunteers